

**Redland**  
CITY COUNCIL

**UNCONFIRMED**

# **MINUTES**

## **GENERAL MEETING**

**Wednesday, 15 April 2026**

The Council Chambers  
91 - 93 Bloomfield Street  
CLEVELAND QLD

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**GENERAL MEETING  
HELD AT THE COUNCIL CHAMBERS, 91 - 93 BLOOMFIELD STREET, CLEVELAND QLD  
ON WEDNESDAY, 15 APRIL 2026 AT 9:30 AM**

**1 DECLARATION OF OPENING**

The Mayor declared the meeting open at 9:30am and acknowledged the Quandamooka people, who are the traditional custodians of the land on which Council meets.

The Mayor also paid Council's respect to their elders, past and present, and extended that respect to other Indigenous Australians who were present.

**2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE**

**MEMBERS PRESENT:** Cr Jos Mitchell (Mayor and Chairperson), Cr Wendy Boglary (Division 1), Cr Peter Mitchell (Division 2), Cr Paul Gollè (Division 3), Cr Lance Hewlett (Division 4), Cr Shane Rendalls (Division 5), Cr Julie Talty (Division 6 and Deputy Mayor), Cr Rowanne McKenzie (Division 7), Cr Tracey Huges (Division 8), Cr Jason Colley (Division 9), Cr Paul Bishop (Division 10)

**EXECUTIVE LEADERSHIP TEAM:** Louise Rusan (Chief Executive Officer), Warwick Agnew (General Manager Organisational Services), Christopher Isles (General Manager Infrastructure & Operations), Andrew Ross (Executive Group Manager Governance & Legal Services), Brooke Denholder (General Manager Community & Customer Services), Sandra Bridgeman (Executive Group Manager Financial Services & Chief Financial Officer), Micah Beaumont (Executive Group Manager People, Culture and Organisational Performance)

**MINUTES:** Janice Vanderreyden (Governance Adviser)  
Lizzi Striplin (Senior Governance Adviser)

**LEAVE OF ABSENCE**

Nil.

**COUNCILLOR ABSENCES DURING THE MEETING**

Cr Tracey Huges left the meeting at 9:42am (during Item 6) and returned at 10:24am (during Item 13.4).

Cr Tracey Huges left the meeting at 12:37pm and returned at 12:38pm (during closed session at Item 19.4).

Cr Peter Mitchell left the meeting at 1:26pm and returned at 1:28pm (during closed session at Item 19.6).

Cr Rowanne McKenzie left the meeting at 1:40pm and returned at 1:42pm (during closed session at Item 19.6).

Cr Tracey Huges left the meeting at 2:07pm and returned at 2:16pm (during closed session at Item 19.6).

Cr Paul Gollè left the meeting at 2:15pm and returned at 2:17pm (during closed session at Item 19.6).

Cr Jos Mitchell left the meeting at 2:33pm and returned at 2:40pm (during closed session at Item 19.7).

Cr Jos Mitchell left the meeting at 2:42pm and returned at 3:06pm (during closed session at Item 19.7).

Cr Peter Mitchell left the meeting at 3:10pm and returned at 3:12pm (during closed session at Item 19.6).

Cr Shane Rendalls left the meeting at 3:16pm and returned at 3:18pm (during in closed session at Item 19.6).

**3        DEVOTIONAL SEGMENT**

Reverend Dr David Ferguson, of Redlands Uniting Church, also a member of the Minister's Fellowship, led Council in a brief Devotional segment.

## **4 RECOGNITION OF ACHIEVEMENT**

### **4.1 HARLAN GOODE – AUSTRALIAN IDOL CONTESTANT**

Mayor Jos Mitchell recognised local resident Harlan Goode:

*I am sure there is probably not anyone on the Redlands Coast who has not been watching Australian Idol when we have one of our own achieve success. I would like to congratulate Harlan Goode on behalf of the City and his parents Mariah and Rowan. His success in becoming a grand finalist on the Australian Idol program is truly incredible, undertaken on a national platform. He is an incredible powerhouse performer and at 18 years of age I am certain there are great things ahead. I know the Sheldon College community provided a tremendous show of support as well. Harlan is an inspiration to others in our community, particularly our young members and I am sure we will watch with eagerness as he goes on to great success in the future.*

### **4.2 COUNCILLOR 10 YEAR SERVICE RECOGNITION**

Mayor Jos Mitchell recognised Councillor Paul Gollè, Councillor Tracey Huges and Councillor Peter Mitchell for 10 years' service to Redland City Council:

*I would like to acknowledge these three Councillors, who were elected at the same time I understand, and have served through a significant period of decision making for Redland City Council over the past decade, and during those ten years they have each played a direct role in shaping the direction, the priorities and the development of the organisation and oversighted major projects and city shaping decisions. Their collective contribution and their presence in the decision making process has been part of the broader leadership landscape that has guided Council to its current position. It is important to recognise the continuity of their elected leadership and their sustained service in the local government over an entire decade.*

### **4.3 CAPALABA MEALS ON WHEELS 50TH ANNIVERSARY**

Councillor Jason Colley recognised Capalaba Meals on Wheels:

*I would like to acknowledge Capalaba Meals on Wheels who celebrated their 50<sup>th</sup> anniversary last month. Capalaba Meals on Wheels was founded on 8 March 1976, by former Redland Shire Councillors Ken Taylor and John Bonney, who started out with their families cooking meals in their own kitchens and delivering them to those in need. It started with just five clients and 15 meals delivered in that very first week. Five people cared for, 15 meals prepared - a simple act of kindness that would grow into something extraordinary. Fast forward 50 years and this week, Capalaba Meals on Wheels, is supporting 186 clients and delivering more than 500 meals. Not just meals, but connection, reassurance, and community. Across those 50 years they have proudly delivered nearly 700,000 meals. That is 683,000 times they have knocked on somebody's door, 683,000 welfare checks, 683,000 reminders that no one in our community is forgotten. In the mid-1980s, with the assistance of Capalaba Lions Club, the organisation built their own building on Council land at Holland Crescent, Capalaba where they remain today. Thank you to those who have kept the organisation running through the years and those who volunteer today. I would like to give a special mention to Joy Bonney, who has been there since day one - Councillor John Bonney's wife. She has been instrumental in the ongoing success of Capalaba Meals on Wheels having served as President for many years and fulfilling every volunteer role imaginable. To this day Joy still volunteers as a delivery driver. 50 years of dedicated service to our community – that is incredible Joy. Thank you to President Frank, Kate, and the rest of the committee, who ensure this important community service continues to be delivered. 50 years ago it started with five clients and a handful of meals. Today it stands as a testament to what a community can achieve when motivated by kindness and compassion. Here is to the next 50 years of service, compassion and showing up. One meal, one knock, one smile at a time.*

**5 RECEIPT AND CONFIRMATION OF MINUTES**

**COUNCIL RESOLUTION 2026/58**

**Moved by: Cr Tracey Huges**

**Seconded by: Cr Rowanne McKenzie**

**That the minutes of the General Meeting held on 18 March 2026 be confirmed.**

**CARRIED 11/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.

**6 PUBLIC PARTICIPATION****MOTION TO SUSPEND STANDING ORDERS AT 9:43AM****COUNCIL RESOLUTION 2026/59**

**Moved by:** Cr Paul Bishop  
**Seconded by:** Cr Lance Hewlett

**That standing orders are suspended to allow a 10 minute public participation segment.**

**CARRIED 10/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Tracey Huges was not present when the motion was put.

1. Ms Lulu Purnell, resident of Coochiemudlo Island, addressed Council regarding the installation of new CCTV and lighting at the Victoria Point jetty and boat ramp, and upgrades to existing infrastructure at the car park to improve community safety.

**RESUMPTION OF STANDING ORDERS AT 9:48AM****COUNCIL RESOLUTION 2026/60**

**Moved by:** Cr Paul Bishop  
**Seconded by:** Cr Wendy Boglary

**That the meeting standing orders resume.**

**CARRIED 10/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Tracey Huges was not present when the motion was put.

**7 PETITIONS AND PRESENTATIONS**

**7.1 PETITION - COUNCILLOR PETER MITCHELL - DECREASE PARKING LIMIT FROM 12 HOURS TO 2 HOURS AT 32 MIDDLE STREET CLEVELAND**

**COUNCIL RESOLUTION 2026/61**

**Moved by: Cr Peter Mitchell**

**Seconded by: Cr Jason Colley**

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

**CARRIED 10/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Tracey Huges was not present when the motion was put.

**7.2 PETITION - COUNCILLOR PETER MITCHELL - ABORIGINAL CULTURAL HERITAGE PROTECTION**

**COUNCIL RESOLUTION 2026/62**

**Moved by: Cr Peter Mitchell**

**Seconded by: Cr Paul Bishop**

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

**CARRIED 9/1**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Julie Talty voted AGAINST the motion.

Cr Tracey Huges was not present when the motion was put.

**7.3 PETITION - COUNCILLOR TRACEY HUGES - JUDY HOLT PARK ENVIRONMENTAL REHABILITATION WORKS****COUNCIL RESOLUTION 2026/63**

**Moved by: Cr Rowanne McKenzie**

**Seconded by: Cr Paul Bishop**

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

**CARRIED 9/1**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Julie Talty voted AGAINST the motion.

Cr Tracey Huges was not present when the motion was put.

**7.4 PETITION - COUNCILLOR LANCE HEWLETT - INSTALLATION AND UPGRADE OF SECURITY CAMERAS AND LIGHTING AT COOCHIEMUDLO ISLAND JETTY, BARGE AND BOAT RAMP, AND VICTORIA POINT RECREATION RESERVE CAR PARK**

**COUNCIL RESOLUTION 2026/64**

**Moved by: Cr Lance Hewlett**

**Seconded by: Cr Rowanne McKenzie**

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

**CARRIED 10/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Tracey Huges was not present when the motion was put.

**8 MOTION TO ALTER THE ORDER OF BUSINESS****8.1 MOTION TO WITHDRAW AN ITEM FROM THE AGENDA****COUNCIL RESOLUTION 2026/65**

Moved by: Cr Wendy Boglary

Seconded by: Cr Jason Colley

That *Item 17.2 Notice of Motion – Councillor Wendy Boglary – Commercial Use of Open Space* be withdrawn.

**CARRIED 10/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Tracey Huges was not present when the motion was put.

**8.2 MOTION TO ACCEPT A LATE ITEM ONTO THE AGENDA****COUNCIL RESOLUTION 2026/66**

Moved by: Cr Shane Rendalls

Seconded by: Cr Julie Talty

That Confidential Late Item *Weinam Creek Resumption Notice of Lot 1 on SP309584* be accepted onto the agenda and discussed as Item 19.6.

**CARRIED 10/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Tracey Huges was not present when the motion was put.

**8.3 MOTION TO ACCEPT A LATE ITEM ONTO THE AGENDA****COUNCIL RESOLUTION 2026/67**

Moved by: Cr Rowanne McKenzie

Seconded by: Cr Shane Rendalls

That Confidential Late Item *Redland Investment Corporation Governance Arrangements* be accepted onto the agenda and discussed as Item 19.7.

**CARRIED 8/2**

Crs Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie and Jason Colley voted FOR the motion.

Crs Jos Mitchell and Paul Bishop voted AGAINST the motion.

Cr Tracey Huges was not present when the motion was put.

**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 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.

**9.5 PETITION - REQUEST TO AMEND COUNCIL'S ANIMAL MANAGEMENT LAWS REGARDING MINIATURE GOATS**

At the General Meeting 18 February 2026 (Item 7.1 refers), Council resolved as follows:

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

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

**9.6 NOTICE OF MOTION - COUNCILLOR JASON COLLEY - CUSTOMER EXPERIENCE POLICY FOR RESIDENTS AFFECTED BY PERSISTENT WATER SUPPLY ISSUES**

At the General Meeting 18 February 2026 (Item 17.1 refers), Council resolved as follows:

1. *To acknowledge an ongoing intermittent water pressure interruption exists, and has been verified by Redland Water, in properties south of trunk main infrastructure in high level pressure zones centered around Mount Cotton Road/Ney Road/School Road/Howlett Road.*
2. *That a report be brought back to Council, which reflects and recognises this lower level of service for impacted customers, giving consideration to the adoption of a pricing concession mechanism if remediation or improvement of the intermittent pressure issues are unable to be addressed.*
3. *That Council's investigation should seek to establish the level of service interruption experienced at each property, the current and future risk of such interruptions across the city, and where impact is significant should establish an equitable, compliant, financial concession pathway with eligibility criteria relevant to the level of service interruption.*

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

**10      DECLARATION OF PRESCRIBED CONFLICT OF INTERESTS AND DECLARABLE CONFLICT OF INTERESTS**

Nil.

**11 MAYORAL MINUTE**

Nil.

**12      REPORTS FROM THE OFFICE OF THE CEO**

Nil.

**13 REPORTS FROM ORGANISATIONAL SERVICES****13.1 MARCH 2026 MONTHLY FINANCIAL REPORT****Objective Reference:** A13076646**Authorising Officer:** Sandra Bridgeman, Executive Group Manager Financial Services & Chief Financial Officer**Responsible Officer:** Melanie Reimann, Group Manager Financial Services**Report Author:** Udaya Panambala Arachchilage, Corporate Financial Reporting Manager**Attachments:** 1. March 2026 Monthly Financial Report [↓](#)**PURPOSE**

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

**BACKGROUND**

Council adopts an annual budget and then reports on performance against the budget monthly. 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 result was a surplus of \$11.34M. Whilst this is favourable to budget by \$12.13M at this point in the year, this variance is expected to be temporary due to various timing differences, noting the revised full year budget forecast is an operating deficit of \$8.17M. 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 savings and efficiency targets included in the budget, which have not been fully achieved or recognised as at the date of this report; and
- Prioritising the delivery of capital works and monitoring the progress of projects against milestones.

Council's cash balance at 31 March 2026 is \$256.72M (February: \$279.56M) which is favourable to budget. This is primarily due to the timing of cash flows driven by lower than planned payments for capital expenditure and higher than planned receipts of capital grants. This is partially offset by higher than planned payments to suppliers.

**STRATEGIC IMPLICATIONS**

Council has either achieved or favourably exceeded the following key financial sustainability ratios at 31 March 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 March 2026 and remains unfavourable year-to date for Council with renewal spend of \$30.29M and depreciation expense of \$62.67M 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 March 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 March 2026 financial report has been provided to 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 March 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 the following items of Council's *Our Future Redlands – A Corporate Plan to 2026 and Beyond*:

Efficient and effective organisation objectives

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

**CONSULTATION**

Consulted	Date	Comment
Council Departmental Officers	Year to date 31 March 2026	Consulted on financial results and outcomes.
Financial Services Group officers	Year to date 31 March 2026	Consulted on financial results and outcomes.

**OPTIONS****Option One**

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

**Option Two**

That Council resolves to request additional information.

**OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2026/68**

**Moved by: Cr Wendy Boglary**

**Seconded by: Cr Peter Mitchell**

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

**CARRIED 10/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Tracey Huges was not present when the motion was put.



# Monthly Financial Report

March 2026



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### 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 March 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)	(791)	11,337	12,128	1533%	✓
Recurrent Revenue	419,248	313,400	321,743	8,343	3%	✓
Recurrent Expenditure	427,415	314,191	310,406	(3,785)	-1%	✓
Capital Works Expenditure	152,446	88,750	62,958	(25,792)	-29%	✓
Closing Cash & Cash Equivalents	187,415	235,433	256,721	21,288	9%	✓
Short-Term Investment	50,000	50,000	50,000	-	0%	✓

Council reported a year-to-date operating surplus of \$11.34M which is favourable to budget by \$12.13M. The favourable variance is expected to be temporary given the revised full year operating deficit of \$8.17M. Council officers continue to 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.

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.
- Favourable ferry licence fees income is expected to be a timing variance related to the timing of invoice receipts.
- Interest income from higher cash balances and higher interest rates than budgeted.

YTD recurrent expenses are lower than budget, impacted by:

- Lower employee costs compared to the revised budget.
- 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.
- Lower material and services costs, impacted by the availability of contractors and consultants, the timing of project works and a concerted effort to deliver efficiency saves.

The recognition of capital revenue is impacted by the completion of works related to the grant and the completion of developer contributed assets. Council officers are reviewing the expected timing of completion of these works to forecast the full year capital revenue.

Council's capital works expenditure is behind budget by \$25.79M. 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.

Council's cash balance at 31 March 2026 of \$256.72M is higher than budget mainly due to timing of cash flows, with lower than budgeted payments for property, plant and equipment, higher than budgeted receipts from capital grants, subsidies and contributions, partially offset by higher than budgeted payments to suppliers.

### 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 <sup>1</sup>	Contextual - No target specified	92.41%	92.06%	N/A
	Population Growth Ratio <sup>1</sup>	Contextual - No target specified	1.23%	1.23%	N/A
Operating Performance	Operating Surplus Ratio <sup>3</sup>	Greater than 0%	-1.92%	3.48%	✓
	Operating Cash Ratio	Greater than 0%	20.63%	23.84%	✓
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 2 months	3.71	5.47	✓
Asset Management	Asset Sustainability Ratio	Greater than 60%	82.64%	48.34%	✗
	Asset Consumption Ratio	Greater than 60%	60.14%	60.60%	✓
	Asset Renewal Funding Ratio <sup>1</sup>	Contextual - No target specified	100.00%	100.00%	N/A
Debt Servicing Capacity	Leverage Ratio	0 - 4 times	1.15	1.09	✓
Level of Debt	Net Financial Liabilities Ratio <sup>2,3</sup>	Less than 60% (on average over the long-term)	-19.48%	-40.68%	✓

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> 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 March 2026					
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
<b>Recurrent revenue</b>					
Rates charges	143,632	143,632	107,896	<b>107,895</b>	(1)
Levies and utility charges	227,034	227,034	172,903	<b>172,872</b>	(31)
Less: Pensioner remissions and rebates	(4,102)	(4,102)	(3,077)	<b>(2,991)</b>	86
Fees	24,952	25,483	17,405	<b>21,891</b>	4,486
Rental income	964	1,118	819	<b>847</b>	28
Interest received	10,477	10,477	8,050	<b>9,728</b>	1,678
Sales revenue	5,250	5,393	3,599	<b>4,388</b>	789
Other income	589	649	449	<b>1,515</b>	1,066
Grants, subsidies and contributions	7,908	9,565	5,356	<b>5,598</b>	242
<b>Total recurrent revenue</b>	<b>416,703</b>	<b>419,248</b>	<b>313,400</b>	<b>321,743</b>	<b>8,343</b>
<b>Recurrent expenses</b>					
Employee benefits	124,045	127,776	95,960	<b>95,618</b>	(342)
Materials and services	194,783	202,498	148,783	<b>147,789</b>	(994)
Finance costs	5,090	5,090	3,799	<b>3,462</b>	(337)
Depreciation and amortisation	92,607	92,607	66,097	<b>64,083</b>	(2,014)
Other expenditure	680	680	486	<b>411</b>	(75)
Net internal costs	(1,205)	(1,236)	(934)	<b>(957)</b>	(23)
<b>Total recurrent expenses</b>	<b>415,999</b>	<b>427,415</b>	<b>314,191</b>	<b>310,406</b>	<b>(3,785)</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>704</b>	<b>(8,167)</b>	<b>(791)</b>	<b>11,337</b>	<b>12,128</b>
<b>Capital revenue</b>					
Grants, subsidies and contributions	55,432	48,056	36,061	<b>18,035</b>	(18,026)
Non-cash contributions	18,067	18,067	-	<b>4,422</b>	4,422
<b>Total capital revenue</b>	<b>73,499</b>	<b>66,123</b>	<b>36,061</b>	<b>22,457</b>	<b>(13,604)</b>
<b>Capital expenses</b>					
(Gain) / loss on disposal of non-current assets	289	289	217	<b>706</b>	489
<b>Total capital expenses</b>	<b>289</b>	<b>289</b>	<b>217</b>	<b>706</b>	<b>489</b>
<b>TOTAL INCOME</b>	<b>490,202</b>	<b>485,371</b>	<b>349,461</b>	<b>344,200</b>	<b>(5,261)</b>
<b>TOTAL EXPENSES</b>	<b>416,287</b>	<b>427,704</b>	<b>314,408</b>	<b>311,112</b>	<b>(3,296)</b>
<b>NET RESULT</b>	<b>73,915</b>	<b>57,667</b>	<b>35,053</b>	<b>33,088</b>	<b>(1,965)</b>
<b>Other comprehensive income / (loss)</b>					
Items that will not be reclassified to a net result					
Revaluation of property, plant and equipment	-	-	-	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>73,915</b>	<b>57,667</b>	<b>35,053</b>	<b>33,088</b>	<b>(1,965)</b>

### 3. STATEMENT OF COMPREHENSIVE INCOME - CONTINUED

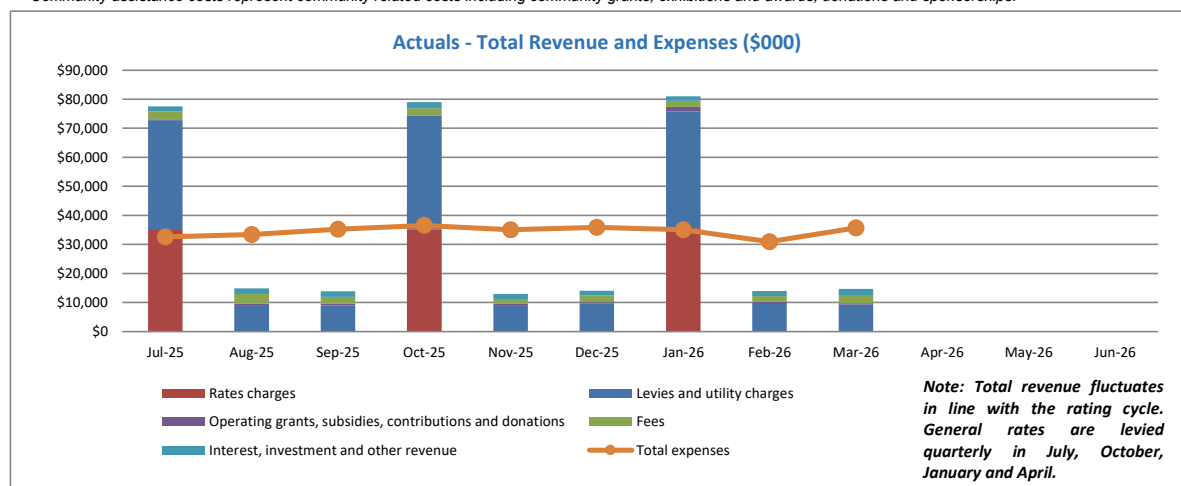
LEVIES AND UTILITY CHARGES ANALYSIS					
For the period ending 31 March 2026					
	Annual	Annual	YTD	YTD	YTD
	Original	Revised	Budget	Actual	Variance
	Budget	Budget	Budget	Actual	Variance
	\$000	\$000	\$000	\$000	\$000
<b>Levies and utility charges</b>					
Refuse collection rate charge	44,987	44,987	33,686	33,833	147
SES separate charge	540	540	405	406	1
Environment & Coastal Management Separate Charge	19,206	19,206	14,394	14,468	74
Separate charge landfill remediation	5,793	5,793	4,343	4,351	8
Wastewater charges	65,902	65,902	49,539	49,242	(297)
Water access charges	28,458	28,458	21,326	21,133	(193)
Water consumption charges	62,147	62,147	49,210	49,439	229
<b>Total levies and utility charges</b>	<b>227,034</b>	<b>227,034</b>	<b>172,903</b>	<b>172,872</b>	<b>(31)</b>

MATERIALS AND SERVICES ANALYSIS					
For the period ending 31 March 2026					
	Annual	Annual	YTD	YTD	YTD
	Original	Revised	Budget	Actual	Variance
	Budget	Budget	Budget	Actual	Variance
	\$000	\$000	\$000	\$000	\$000
<b>Materials and services</b>					
Contractors	59,363	68,411	46,995	42,080	(4,915)
Consultants	6,248	6,906	5,250	5,074	(176)
Other Council outsourcing costs*	31,473	32,489	23,633	23,724	91
Purchase of materials	65,319	63,690	49,651	49,286	(365)
Office administration costs**	6,223	4,528	3,547	7,336	3,789
Electricity charges	6,803	6,803	5,097	5,620	523
Plant operations	4,028	3,983	2,936	2,975	39
Information technology resources	9,004	9,113	6,833	7,035	202
General insurance	3,717	3,717	2,787	2,794	7
Community assistance***	1,898	2,153	1,531	1,391	(140)
Other material and service expenses	707	705	523	474	(49)
<b>Total materials and services</b>	<b>194,783</b>	<b>202,498</b>	<b>148,783</b>	<b>147,789</b>	<b>(994)</b>

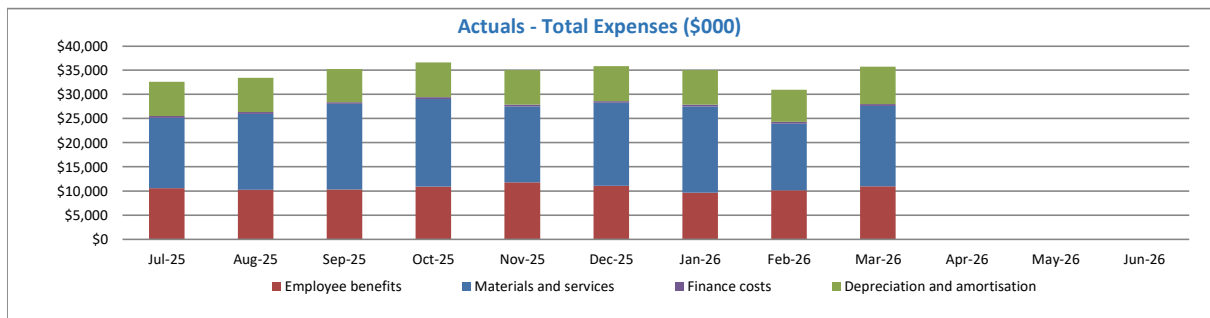
\* Other Council outsourcing costs are various outsourced costs including refuse collection and disposal, waste disposal, legal services, traffic control, external training, valuation fees, etc.

\*\* Office administration costs include, but are not limited to, waste levy, cleaning, telecommunications, licences and permits, postage and freight, subscriptions and memberships and debt collection. It is also the expense category where the savings and efficiencies target line is loaded for all materials and services categories.

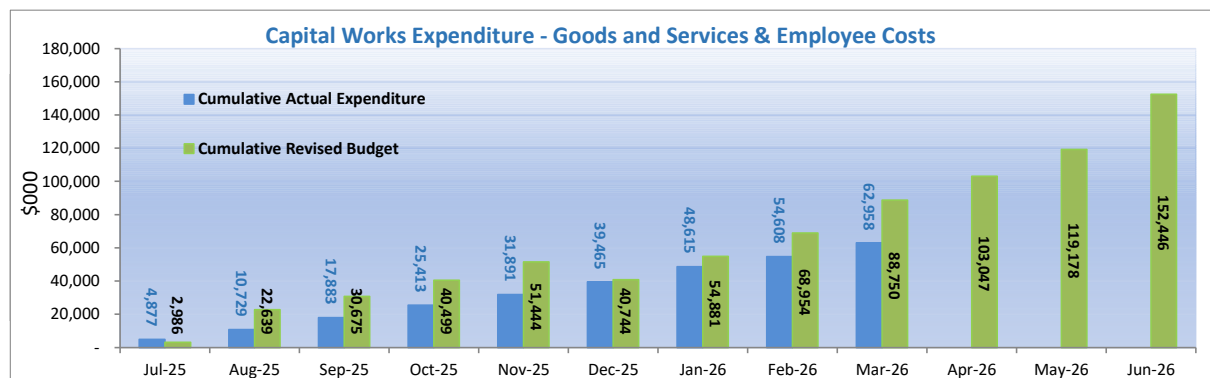
\*\*\* Community assistance costs represent community related costs including community grants, exhibitions and awards, donations and sponsorships.



### 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	84,265	56,664	(27,601)
Capitalised employee costs	9,723	4,485	6,294	1,809
<b>Total</b>	<b>152,446</b>	<b>88,750</b>	<b>62,958</b>	<b>(25,792)</b>

\* Excludes capital prepayments.

#### Notable Projects

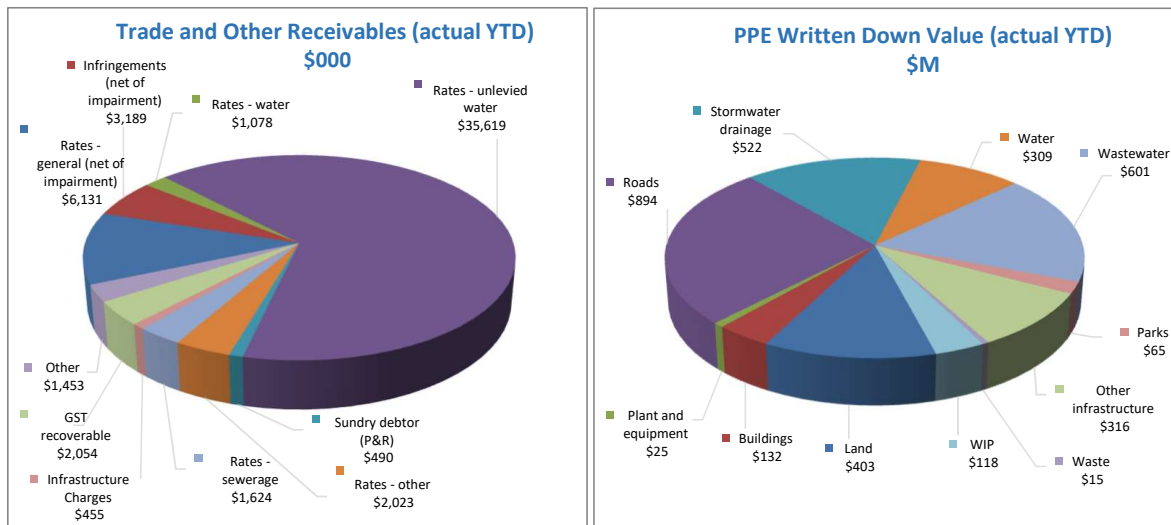
The table below lists Council's capital expenditure on major projects.

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	8,151
Judy Holt Park	Recreational area expansion	4,034
Fleet replacement	Current fleet replacement	2,250
Weinam Creek development	Continuation of works at Weinam Creek Priority Development Area	2,031
Redlands Baseball Park	Sportsfield lighting	1,646

## 5. STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION				
As at 31 March 2026				
	Annual	Annual	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Budget \$000	Actual \$000
<b>CURRENT ASSETS</b>				
Cash and cash equivalents	162,341	187,415	235,433	256,721
Short-term investment - CBA	50,000	50,000	50,000	50,000
Trade and other receivables	57,676	63,514	56,170	54,116
Inventories	1,258	1,398	1,398	1,260
Non-current assets held for sale	-	2	2	-
Other current assets	3,980	3,420	3,419	6,041
<b>Total current assets</b>	<b>275,255</b>	<b>305,749</b>	<b>346,422</b>	<b>368,138</b>
<b>NON-CURRENT ASSETS</b>				
Investment property	1,474	3,379	3,379	3,379
Property, plant and equipment	3,524,262	3,474,662	3,419,621	3,400,190
Intangible assets	158	149	190	174
Right-of-use assets	1,747	9,717	9,915	9,822
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
<b>Total non-current assets</b>	<b>3,542,314</b>	<b>3,507,542</b>	<b>3,452,740</b>	<b>3,433,200</b>
<b>TOTAL ASSETS</b>	<b>3,817,569</b>	<b>3,813,291</b>	<b>3,799,162</b>	<b>3,801,338</b>
<b>CURRENT LIABILITIES</b>				
Trade and other payables	41,118	54,429	66,804	46,188
Borrowings - current	6,391	8,278	8,278	8,278
Lease liability - current	237	600	900	900
Provisions - current	5,904	22,396	17,757	17,449
Other current liabilities	(267)	13,316	21,984	41,982
<b>Total current liabilities</b>	<b>53,383</b>	<b>99,020</b>	<b>115,723</b>	<b>114,797</b>
<b>NON-CURRENT LIABILITIES</b>				
Borrowings - non-current	94,658	92,759	76,562	76,541
Lease liability - non-current	1,595	9,615	9,746	9,486
Provisions - non-current	28,009	21,342	28,110	30,220
Other non-current liabilities	379	353	1,433	4,671
<b>Total non-current liabilities</b>	<b>124,641</b>	<b>124,069</b>	<b>115,851</b>	<b>120,918</b>
<b>TOTAL LIABILITIES</b>	<b>178,024</b>	<b>223,088</b>	<b>231,574</b>	<b>235,715</b>
<b>NET COMMUNITY ASSETS</b>	<b>3,639,546</b>	<b>3,590,203</b>	<b>3,567,588</b>	<b>3,565,623</b>
<b>COMMUNITY EQUITY</b>				
Asset revaluation surplus	1,612,203	1,710,032	1,710,032	1,710,032
Retained surplus	1,914,077	1,749,054	1,730,181	1,726,981
Constrained cash reserves	113,266	131,118	127,375	128,610
<b>TOTAL COMMUNITY EQUITY</b>	<b>3,639,546</b>	<b>3,590,203</b>	<b>3,567,588</b>	<b>3,565,623</b>

5. STATEMENT OF FINANCIAL POSITION - CONTINUED



RIGHT-OF-USE ASSETS As at 31 March 2026				
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual Balance \$000
<b>Right-of-use asset</b>				
Buildings	48	107	200	167
Land	1,537	9,448	9,543	9,483
Plant and equipment	162	162	172	172
<b>Closing balance</b>	<b>1,747</b>	<b>9,717</b>	<b>9,915</b>	<b>9,822</b>

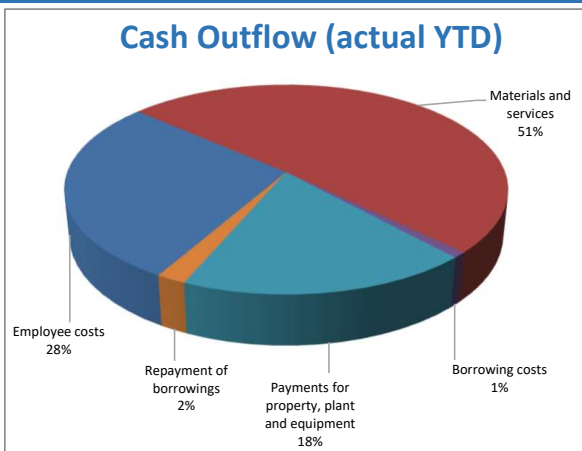
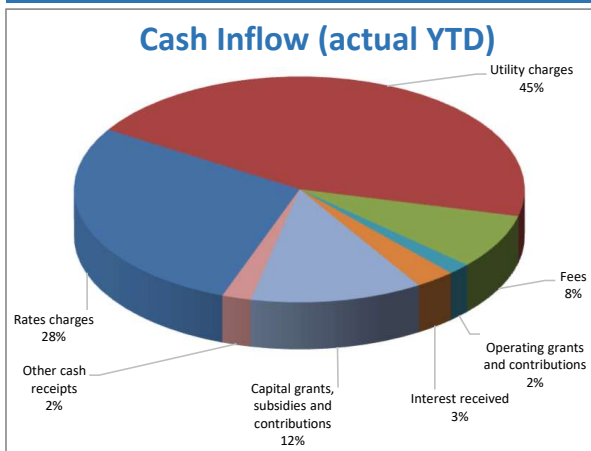
PROPERTY, PLANT AND EQUIPMENT (PPE) MOVEMENT* For the period ending 31 March 2026				
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual Balance \$000
<b>PPE movement</b>				
Opening balance (includes WIP from previous years)	3,447,968	3,397,600	3,397,600	3,397,600
Acquisitions and WIP in year movement	169,745	170,513	88,750	67,426
Depreciation in year	(91,648)	(91,648)	(65,377)	(63,254)
Disposals	(1,803)	(1,803)	(1,352)	(1,582)
<b>Closing balance</b>	<b>3,524,262</b>	<b>3,474,662</b>	<b>3,419,621</b>	<b>3,400,190</b>

\* 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 March 2026				
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Receipts from customers	382,776	383,510	300,397	303,902
Payments to suppliers and employees	(341,480)	(352,897)	(251,367)	(271,109)
	41,296	30,613	49,030	32,793
Interest received	10,477	10,477	8,050	10,500
Rental income	964	1,118	819	847
Non-capital grants and contributions	8,007	9,664	5,375	5,906
Borrowing costs	(2,714)	(2,714)	(2,714)	(2,708)
Right-of-use assets interest expense	(301)	(301)	(226)	(257)
<b>Net cash inflow / (outflow) from operating activities</b>	<b>57,728</b>	<b>48,857</b>	<b>60,334</b>	<b>47,081</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Payments for property, plant and equipment	(151,678)	(152,446)	(88,750)	(62,958)
Proceeds from sale of property, plant and equipment	1,514	1,514	1,136	878
Capital grants, subsidies and contributions	55,432	48,056	36,061	45,335
<b>Net cash inflow / (outflow) from investing activities</b>	<b>(94,731)</b>	<b>(102,875)</b>	<b>(51,553)</b>	<b>(16,745)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
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)	(394)	(653)
<b>Net cash inflow / (outflow) from financing activities</b>	<b>8,657</b>	<b>8,657</b>	<b>(6,124)</b>	<b>(6,391)</b>
<b>Net increase / (decrease) in cash held</b>	<b>(28,346)</b>	<b>(45,361)</b>	<b>2,657</b>	<b>23,945</b>
Cash and cash equivalents at the beginning of the year	190,687	232,776	232,776	232,776
<b>Cash and cash equivalents at the end of the financial year / period</b>	<b>162,341</b>	<b>187,415</b>	<b>235,433</b>	<b>256,721</b>



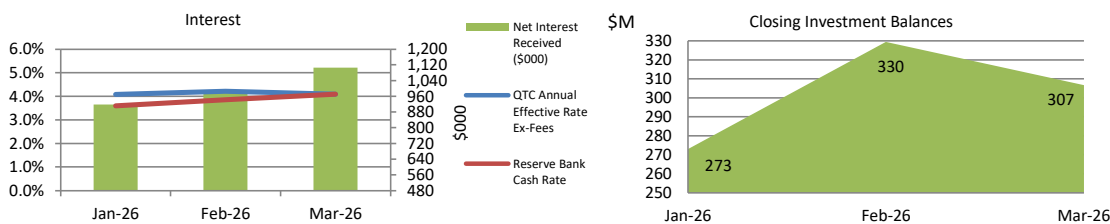
<b>Total Cash Funding (Actual YTD)</b>	<b>367,368</b>	<b>Total Cash Expenditure (Actual YTD)</b>	<b>343,423</b>
Total Cash Funding (Annual Revised Budget)	469,550	Total Cash Expenditure (Annual Revised Budget)	514,912
% of Budget Achieved YTD	78%	% of Budget Achieved YTD	67%



### 7. INVESTMENT & BORROWINGS REPORT

For the period ending 31 March 2026

#### INVESTMENT RETURNS



**Total Investment at End of Month was \$306.72M**

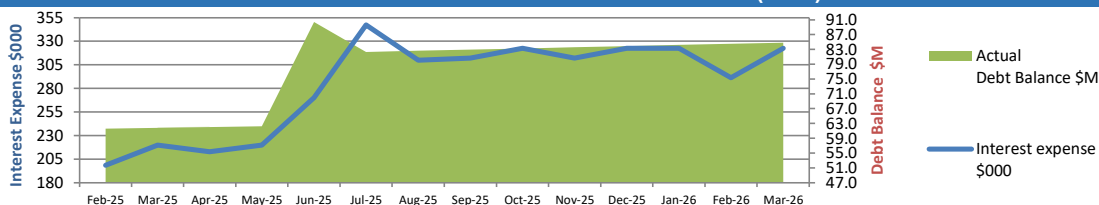
Council investments are currently held predominantly in interest earning at call facilities with Queensland Treasury Corporation (QTC) and a term deposit with Commonwealth Bank of Australia (CBA).

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.

Note: the Reserve Bank increased the cash rate to 4.10% during March 2026.

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 \$84.82M**

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

#### BORROWINGS

For the period ending 31 March 2026

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual Balance \$000
<b>Borrowings</b>				
Opening balance	(90,413)	(90,401)	(90,401)	(90,401)
Accrued interest on borrowings	(3,868)	(3,869)	(2,883)	(2,864)
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)	-	-
<b>Closing balance</b>	<b>(101,049)</b>	<b>(101,037)</b>	<b>(84,840)</b>	<b>(84,819)</b>

## 8. CONSTRAINED CASH RESERVES

Reserves as at 31 March 2026	Purpose of reserve	Opening Balance	To Reserve	From Reserve	Closing Balance
		\$000	\$000	\$000	\$000
<b>Special Projects Reserve:</b>					
Aquatic Paradise Revetment Wall Reserve	To fund Aquatic Paradise revetment wall works program	241	101	(43)	299
Weinam Creek Reserve	Maintenance and improvements associated with Weinam Creek projects	138	406	(2)	542
Waste Levy Reserve	To fund Waste Levy Program	-	3,765	(3,765)	-
Raby Bay Revetment Wall Reserve	To fund Raby Bay revetment wall works program	3,449	2,155	(358)	5,246
		<b>3,828</b>	<b>6,427</b>	<b>(4,168)</b>	<b>6,087</b>
<b>Constrained Works Reserve:</b>					
Public Parks Trunk Infrastructure Reserve	Capital projects for public parks trunk infrastructure	8,998	4,148	(473)	12,673
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	148	-	5,807
Water Supply Trunk Infrastructure Reserve	Upgrade, expansion or new projects for water supply trunk infrastructure	17,279	325	-	17,604
Sewerage Trunk Infrastructure Reserve	Upgrade, expansion or new projects for sewerage trunk infrastructure	14,568	2,533	(7,465)	9,636
Local Roads Trunk Infrastructure Reserve	Capital projects for local roads trunk infrastructure	30,003	7,700	(143)	37,560
Cycleways Trunk Infrastructure Reserve	Capital projects for cycleways trunk infrastructure	16,420	2,222	(500)	18,142
Stormwater Trunk Infrastructure Reserve	Capital projects for stormwater trunk infrastructure	12,348	689	-	13,037
Tree Planting Reserve	Acquisition and planting of trees on footpaths	465	60	-	525
Koala Tree off-set Planting Reserve	Acquisition and planting of trees for koala habitat	24	228	(252)	-
Special Property Reserve	Acquisition of property in line with the strategic property framework	4,980	955	-	5,935
		<b>110,927</b>	<b>19,008</b>	<b>(8,833)</b>	<b>121,102</b>
<b>Separate Charge Reserve:</b>					
Environment & Coastal Management Separate Charge Reserve	Ongoing conservation and maintenance operations	-	14,468	(13,048)	1,420
SES Separate Charge Reserve	On-going costs of maintaining the Redland SES	28	406	(433)	1
		<b>28</b>	<b>14,874</b>	<b>(13,481)</b>	<b>1,421</b>
<b>TOTALS</b>		<b>114,783</b>	<b>40,309</b>	<b>(26,482)</b>	<b>128,610</b>
					Closing cash and cash equivalents <b>256,721</b>
					Reserves as percentage of cash balance <b>50.10%</b>

## 9. CITY WATER STATEMENTS

<b>CITY WATER SUMMARY OPERATING STATEMENT</b>					
<b>For the period ending 31 March 2026</b>					
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Total revenue	165,406	164,886	126,026	<b>127,346</b>	1,320
Total expenses	93,371	95,658	73,232	<b>72,876</b>	(356)
Earnings before interest, tax and depreciation (EBITD)	72,034	69,227	52,794	<b>54,470</b>	1,676
External interest expense	991	991	744	<b>785</b>	41
Internal interest expense	19,061	19,061	14,295	<b>14,295</b>	-
Depreciation	33,732	33,732	24,640	<b>24,236</b>	(404)
<b>Operating surplus / (deficit)</b>	<b>18,251</b>	<b>15,444</b>	<b>13,115</b>	<b>15,154</b>	<b>2,039</b>

<b>CITY WATER CAPITAL FUNDING STATEMENT</b>					
<b>For the period ending 31 March 2026</b>					
	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	12,147	<b>2,859</b>	(9,288)
Net transfer (to) / from constrained capital reserves	3,684	(1,884)	(1,269)	<b>4,606</b>	5,875
Non-cash contributions	1,530	1,530	-	<b>1,068</b>	1,068
Funding from utility revenue	23,910	25,178	4,999	<b>9,998</b>	4,999
<b>Total sources of capital funding</b>	<b>37,770</b>	<b>37,770</b>	<b>15,877</b>	<b>18,531</b>	<b>2,654</b>
Contributed assets	1,530	1,530	-	<b>1,068</b>	1,068
Capitalised expenditure	35,993	35,994	15,453	<b>16,798</b>	1,345
Loan redemption	247	247	424	<b>665</b>	241
<b>Total application of capital funds</b>	<b>37,770</b>	<b>37,770</b>	<b>15,877</b>	<b>18,531</b>	<b>2,654</b>

## 10. CITY WASTE STATEMENTS

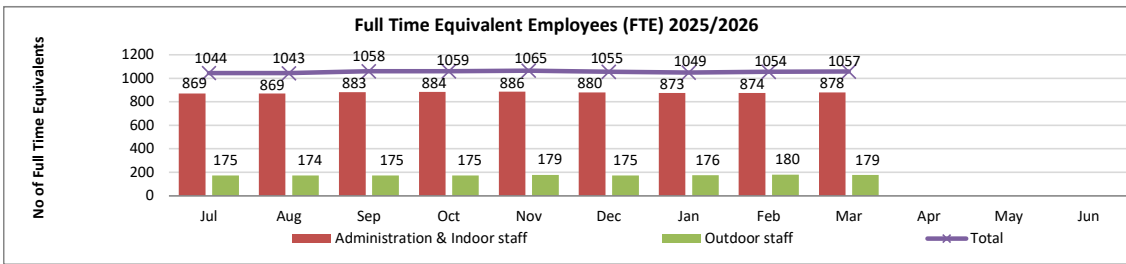
<b>CITY WASTE OPERATING STATEMENT</b>					
<b>For the period ending 31 March 2026</b>					
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Total revenue	47,902	47,692	35,707	<b>36,264</b>	557
Total expenses	37,765	37,111	27,911	<b>30,292</b>	2,381
Earnings before interest, tax and depreciation (EBITD)	10,137	10,580	7,796	<b>5,972</b>	(1,824)
External interest expense	5	5	4	<b>3</b>	(1)
Depreciation	922	922	691	<b>349</b>	(342)
<b>Operating surplus / (deficit)</b>	<b>9,210</b>	<b>9,654</b>	<b>7,101</b>	<b>5,620</b>	<b>(1,481)</b>

<b>CITY WASTE CAPITAL FUNDING STATEMENT</b>					
<b>For the period ending 31 March 2026</b>					
	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	560	<b>258</b>	(302)
<b>Total sources of capital funding</b>	<b>1,702</b>	<b>1,702</b>	<b>560</b>	<b>258</b>	<b>(302)</b>
Capitalised expenditure	1,666	1,666	533	<b>227</b>	(306)
Loan redemption	37	37	27	<b>31</b>	4
<b>Total application of capital funds</b>	<b>1,702</b>	<b>1,702</b>	<b>560</b>	<b>258</b>	<b>(302)</b>

11. APPENDIX: ADDITIONAL AND NON-FINANCIAL INFORMATION

Workforce Reporting



March 2026: Headcount	Employee Type			
Department Level	Casual	Full Time	Part Time	Total
Office of CEO and People, Culture and Organisational Performance	4	47	12	63
Organisational Services	3	211	27	241
Community and Customer Services	66	317	75	458
Infrastructure and Operations	10	379	32	421
<b>Total</b>	<b>83</b>	<b>954</b>	<b>146</b>	<b>1,183</b>

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 March 2026 to March 2025										
Days Overdue	Mar-26	% Overdue	Mar-25	% Overdue	\$	%	Rates & Charges Statistics		Mar-26	Mar-25
0 - 30	\$0	0.0%	\$1,340	0.0%	-\$1,340	0.0%	Levied (Billed) Rates & Charges since 1 July		\$310,451,460	\$261,956,954
31 - 60	\$5,745,263	1.8%	\$4,960,097	1.8%	\$785,166	0.0%	Rate arrears b/fwd 1 July		\$11,724,571	\$9,598,398
61 - 90	\$1,174	0.0%	\$0	0.0%	\$1,174	0.0%	<b>Total</b>		<b>\$322,176,031</b>	<b>\$271,555,352</b>
91 - 180	\$2,433,751	0.7%	\$2,087,175	0.8%	\$346,576	-0.1%	Balance of overdue rates & charges		\$12,928,374	\$11,179,301
>180	\$4,748,186	1.5%	\$4,130,689	1.5%	\$617,497	0.0%	<b>Percentage Overdue</b>		<b>4.0%</b>	<b>4.1%</b>
<b>Total</b>	<b>\$12,928,374</b>	<b>4.0%</b>	<b>\$11,179,301</b>	<b>4.1%</b>	<b>\$1,749,073</b>	<b>-0.1%</b>				

## 12. GLOSSARY

### Key Terms

<b>Written Down Value:</b>
<i>This is the value of an asset after accounting for depreciation or amortisation, and it is also called book value or net book value.</i>
<b>Work In Progress (WIP):</b>
<i>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.</i>
<b>Current Replacement Cost:</b>
<i>The amount of money required to replace an existing asset with an equally valued or similar asset at the current market price.</i>
<b>Written Down Replacement Cost:</b>
<i>An asset's current replacement cost less accumulated depreciation.</i>
<b>Book Value of Debt:</b>
<i>The book value of Council's debt (QTC or other loans) as at the reporting date (i.e. 30 June).</i>
<b>Infrastructure Assets:</b>
<i>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).</i>

### Definition of Ratios

<b>Council Controlled Revenue Ratio:</b>	$\frac{\text{Net Rates, Levies and Charges add Fees and Charges}}{\text{Total Operating Revenue}}$
<i>This is an indicator of a Council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks</i>	
<b>Population Growth:</b>	$\frac{\text{Prior year estimated population}}{\text{Previous year estimated population}} - 1$
<i>This is a key driver of a Council's operating income, service needs, and infrastructure requirements into the future</i>	
<b>Operating Surplus Ratio*:</b>	$\frac{\text{Operating Result}}{\text{Total Operating Revenue}}$
<i>This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes</i>	
<b>Operating Cash Ratio:</b>	$\frac{\text{Operating Result add Depreciation and Amortisation add Finance Costs*}}{\text{Total Operating Revenue}}$
<i>This measures the ability to cover core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs</i>	
<b>Unrestricted Cash Expense Cover Ratio:</b>	$\frac{(\text{Total Cash and Cash Equivalents add Current Investments add Available Ongoing QTC Working Capital Facility Limit less Externally Restricted Cash})}{(\text{Total Operating Expenditure less Depreciation and Amortisation less Finance Costs*})} \times 12$
<i>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</i>	
<b>Asset Sustainability Ratio:</b>	$\frac{\text{Capital Expenditure on Replacement of Infrastructure Assets (Renewals)}}{\text{Depreciation Expenditure on Infrastructure Assets}}$
<i>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</i>	
<b>Asset Consumption Ratio:</b>	$\frac{\text{Written Down Replacement Cost of Depreciable Infrastructure Assets}}{\text{Current Replacement Cost of Depreciable Infrastructure Assets}}$
<i>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</i>	
<b>Asset Renewal Funding Ratio:</b>	$\frac{\text{Total of Planned Capital Expenditure on Asset Renewals over 10 years}}{\text{Total of Required Capital Expenditure on Asset Renewals over 10 years}}$
<i>This ratio measures the ability of a Council to fund its projected asset renewal/replacements in the future</i>	
<b>Leverage Ratio:</b>	$\frac{\text{Book Value of Debt**}}{\text{Total Operating Revenue less Total Operating Expenditure add Depreciation and Amortisation and Finance Costs}}$
<i>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</i>	
<b>Net Financial Liabilities:</b>	$\frac{\text{Total Liabilities - Current Assets}}{\text{Total Operating Revenue}}$
<i>This is an indicator of the extent to which the net financial liabilities of Council can be serviced by operating revenues</i>	

\* 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 AUDIT & RISK MANAGEMENT COMMITTEE 5 MARCH 2026****Objective Reference:** A12998211**Authorising Officer:** Warwick Agnew, General Manager Organisational Services**Responsible Officer:** Warwick Agnew, General Manager Organisational Services**Report Author:** Kailesh Naidu, Principal Adviser Audit and Integrity Services**Attachments:** 1. ARMC Meeting Minutes 5 March 2025 [↓](#)**PURPOSE**

To present the minutes of the Audit & Risk Management Committee (ARMC) meeting held on 5 March 2026 to Council for adoption in accordance with section 211 of the *Local Government Regulation 2012*.

**BACKGROUND**

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

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

**ISSUES**

The ARMC meeting agendas are based on the approved ARMC Plan for 2025-2026, and include presentations on Council's risk management, financial performance, and internal and external audit reports.

The ARMC met on 5 March 2026 to review key strategic, operational, and compliance matters. Members considered updates on organisational culture, ethics, safety and psychosocial health, asset management, project governance, and audit findings. The Committee discussed progress on risk management, workforce stability, safety leadership, and internal controls, noting both achievements and areas requiring ongoing attention.

The Committee recommended four action items, including monitoring residual risks above target, updating high- and medium-risk recommendations with mitigation actions and expected completion dates, and reporting on change management and complex project assurance. Overall, members acknowledged the effectiveness of Council's risk and governance frameworks and the continuous improvement initiatives.

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

## STRATEGIC IMPLICATIONS

### Legislative Requirements

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

### Risk Management

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

### Financial

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

### People

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

### Environmental

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

### Social

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

### Human Rights

There are no implications concerning human rights related to this report. The discussions and decisions made by the ARMC are centred on governance matters, with no direct effects on human

rights issues. Nonetheless, Council's commitment to ethical conduct and transparency, as emphasised in ARMC meetings, supports a framework that upholds human rights principles within its operations.

### Alignment with Council's Policy and Plans

GOV-010-P Internal Audit Policy

GOV-011-P Audit and Risk Management Committee Policy

*Our Future Redlands - A Corporate Plan to 2026 and Beyond*

### CONSULTATION

Consulted	Consultation Date	Comments/Actions
Audit & Risk Management Committee members and relevant officers	March 2026	To review and approve the minutes prior to being finalised.

### OPTIONS

#### Option One

That Council resolves to adopt the minutes of the Audit & Risk Management Committee meeting held on 5 March 2026, as attached to this report.

#### Option Two

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

### OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2026/69

**Moved by:** Cr Wendy Boglary

**Seconded by:** Cr Jason Colley

**That Council resolves to adopt the minutes of the Audit & Risk Management Committee meeting held on 5 March 2026, as attached to this report.**

**CARRIED 10/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Tracey Huges was not present when the motion was put.



# MINUTES

## AUDIT & RISK MANAGEMENT COMMITTEE MEETING

Thursday, 5 March 2026

The Council Chambers  
91 - 93 Bloomfield Street  
CLEVELAND QLD



**AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES**

**5 MARCH 2026**

**Order of Business**

<b>1</b>	<b>Declaration of Opening</b> .....	<b>3</b>
<b>2</b>	<b>Record of Attendance and Apologies</b> .....	<b>3</b>
<b>3</b>	<b>Conflict of Interests</b> .....	<b>4</b>
<b>4</b>	<b>Receipt and Confirmation of Minutes</b> .....	<b>4</b>
<b>5</b>	<b>Business Arising From Previous Minutes</b> .....	<b>4</b>
<b>6</b>	<b>Chief Executive Officer Report</b> .....	<b>5</b>
<b>7</b>	<b>Strategic And Operational Risk Management</b> .....	<b>6</b>
7.1	Code of Conduct and Organisational Culture .....	6
7.2	Safety and Psychosocial Health .....	6
7.3	Asset Data Audit Recommendations.....	7
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<b>8</b>	<b>Risk and Compliance Reports</b> .....	<b>8</b>
8.1	Ethics and Integrity Report.....	8
8.2	Risk Management Report.....	9
8.3	Legal and Governance Report .....	9
<b>9</b>	<b>Internal Auditor Reports</b> .....	<b>10</b>
9.1	Internal Audit Report.....	10
<b>10</b>	<b>Council Financial Reports</b> .....	<b>11</b>
10.1	January 2026 Monthly Financial Report and Asset Valuation Update .....	11
<b>11</b>	<b>External Auditor Reports</b> .....	<b>11</b>
11.1	External Audit Report .....	11
<b>12</b>	<b>Redland Investment Corporation Financial Reports</b> .....	<b>12</b>
12.1	Quarterly Financial Report - 31 December 2025 .....	12
<b>13</b>	<b>Audit and Risk Management Committee Meetings Plan</b> .....	<b>12</b>
<b>14</b>	<b>Meeting Closure</b> .....	<b>12</b>

**AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES****5 MARCH 2026****1 DECLARATION OF OPENING**

The Chair declared the meeting open at 9:32am.

**2 RECORD OF ATTENDANCE AND APOLOGIES****Members**

Mitchell Petrie	External Member and Chairperson
Louise Dudley	External Member
Mary Goodwin	External Member
Cr Wendy Boglary	Division 1 Councillor/Councillor Member

**Secretary**

Principal Adviser Audit and Integrity Services

**Attendees**

Chief Executive Officer  
 General Manager Community and Customer Services  
 General Manager Infrastructure and Operations  
 General Manager Organisational Services  
 Executive Group Manager Financial Services and Chief Financial Officer  
 Executive Group Manager Governance and Legal Services  
 Executive Group Manager Major Projects  
 Executive Group Manager People Culture and Organisational Performance (Acting)

**Apologies**

Cr Jos Mitchell	Mayor/Councillor Member
Executive Group Manager People, Culture and Organisational Performance	

**Observers**

Queensland State Government - Governance Adviser	
Cr Peter Mitchell	Councillor Division 2
Cr Shane Rendalls	Councillor Division 5
Cr Julie Talty	Councillor Division 6/Acting Mayor
Cr Rowanne McKenzie	Councillor Division 7
Cr Tracy Huges	Councillor Division 8
Cr Jason Colley	Councillor Division 9
Cr Paul Bishop	Councillor Division 10

**Minutes**

Senior Governance Adviser

**AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES****5 MARCH 2026****3 CONFLICT OF INTERESTS**

No conflicts of interest were declared.

**4 RECEIPT AND CONFIRMATION OF MINUTES**

Minutes of the Audit & Risk Management Committee meetings on 2 and 9 October 2025 were approved by all members and adopted at the General Meeting of Council on 10 December 2025.

**COMMITTEE RESOLUTION 2026/1**

**Moved by:** Cr Wendy Boglary

**Seconded by:** Mary Goodwin

**That the minutes of the Audit & Risk Management Committee meetings of 2 and 9 October 2025 be noted.**

**CARRIED 4/0**

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

Cr Jos Mitchell was an apology

**5 BUSINESS ARISING FROM PREVIOUS MINUTES**

The following items of business arising from previous Audit & Risk Management Committees were recorded:

<b>Item No.</b>	<b>Action</b>	<b>Status</b>
2024/06-002	<b>Supplier Business Continuity Plans</b> - For key or strategic suppliers of Council that periodically Council confirms that those suppliers have appropriate Business Continuity Plans and processes in place.	<b>Completed</b>
2025/03-001	<b>Track and Re-baseline Asset Data Audit Actions</b> - Track and re-baseline progress on agreed actions and recommendations, including identifying risks or impediments to achieving them.	<b>Completed</b>
2025/03-002	<b>Asset Management Maturity Assessment</b> - Assess maturity levels against ISO 55000, as appropriate, identifying gaps and improvements.	<b>In progress</b>
2025/05-001	<b>Recruitment Investigation Recommendations</b> - Action recommendations from recruitment investigations and present status to the ARMC.	<b>Completed</b>
2025/19-001	<b>Business Recovery Plan Review and Testing</b> - Present details of the most recent review, update and testing of Business Recovery Plans as part of Council's overarching Business Continuity Planning framework.	<b>In progress</b>
2025/34-001	<b>Water and Wastewater Asset Management Risks</b> - Conduct a deep dive into risks associated with the management of water and wastewater assets.	<b>Completed</b>
2025/05-001	<b>Deferred Reports</b> - Update the contents page of the ARMC agenda to include details of any reports that have been deferred or not presented in accordance with the Audit & Risk Management Committee Annual Plan.	<b>Completed</b>
2025/05-002	<b>Ethics and Integrity Report</b> – The cyclical Ethics and Integrity Report will be provided out-of-session via email to the ARMC prior to 31 October 2025.	<b>Completed</b>

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## AUDIT &amp; RISK MANAGEMENT COMMITTEE MEETING MINUTES

5 MARCH 2026

Item No.	Action	Status
2025/43-001	<b>Asset Data Audit Recommendations</b> - Internal Audit will review the Asset Data Audit recommendations to verify the implementation status, revised completion dates and confirm that the proposed closures are appropriate. Internal Audit will also report on the percentage of recommendations completed as well as the percentage complete of recommendations in progress. Based on this review, the ARMC will then consider any extensions to the completion dates proposed.	<b>Completed</b>
2025/43-002	<b>Asset Management Review</b> - Once the consultant finalises its work on asset management, a briefing will be provided to the ARMC on the key findings, conclusions and any recommendations arising from the review.	<b>Completed</b>
2025/47-001	<b>Project and Program Governance</b> - Provide a report on the organisational response to projects and programs, including health checks and other assurance on their current status, incorporating learnings from the Judy Holt Northern Landfill Project review. The report should outline how processes, systems and governance arrangements have been updated to address and prevent recurrence of the weaknesses identified through the Judy Holt Northern Landfill Project.	<b>Completed</b>
2025/47-002	<b>Recommendations Ageing</b> - Enhance audit reporting to include the ageing of outstanding recommendations and outline management's approach to addressing risks associated with overdue actions.	<b>Completed</b>

**6 CHIEF EXECUTIVE OFFICER REPORT**

The Chief Executive Officer presented a comprehensive report outlining key strategic and operational matters across the organisation for the period October 2025 to February 2026. The update covered workforce and governance developments, health and safety matters, major projects, strategic planning initiatives and regulatory issues impacting Council. The CEO also highlighted progress on several organisational initiatives, including leadership appointments, governance improvements, digital transformation activities and infrastructure projects. In addition, the CEO provided an update on the External Service and Efficiency Review currently underway, noting that the organisational review is in progress and progressing through its analysis phase to inform future service delivery and operational improvements.

**COMMITTEE RESOLUTION 2026/2**

**Moved by:** Cr Wendy Boglary

**Seconded by:** Louise Dudley

**That the Audit & Risk Management Committee notes the Chief Executive Officer Report as presented.**

**CARRIED 4/0**

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

Cr Jos Mitchell was an apology

**AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES****5 MARCH 2026****7 STRATEGIC AND OPERATIONAL RISK MANAGEMENT****7.1 CODE OF CONDUCT AND ORGANISATIONAL CULTURE**

A comprehensive report outlining how Council embeds and monitors organisational culture through its governance, ethical and workforce frameworks was presented. The report highlighted key mechanisms supporting ethical conduct, including the Employee Code of Conduct, refreshed organisational values, conflict-of-interest management processes, the Ethics and Integrity function and the Complaints Management Framework. It also provided insights into workforce stability, recruitment and retention trends, leadership capability development, employee engagement initiatives and survey outcomes. The report further outlined how cultural and workforce risks are identified, monitored and managed through governance oversight, reporting mechanisms and continuous improvement initiatives to support ethical behaviour, organisational performance and community trust.

**COMMITTEE RECOMMENDATION 2026/3**

**Moved by:** Mary Goodwin  
**Seconded by:** Louise Dudley

**That the Audit & Risk Management Committee notes the comprehensive frameworks and mechanisms Council has in place to assess, monitor and reinforce an ethical and engaging organisational culture, including the Code of Conduct and supporting processes.**

**CARRIED 4/0**

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

Cr Jos Mitchell was an apology

**Action Item**

**2026/3-01 Change Management Heatmap** - Once the Council-wide change management heatmap or dashboard is completed, a report summarising the outcomes and insights will be provided through the Chief Executive Officer's report.

**7.2 SAFETY AND PSYCHOSOCIAL HEALTH**

An update on the performance of Council's Safety Management System and key safety initiatives was presented. The report highlighted improvements to risk management practices, the development of a tiered safety audit and inspection program, implementation of a new Incident Management System and initiatives to strengthen safety leadership capability. It also provided an overview of psychosocial risk management, WorkCover claims performance and employee wellbeing programs, noting that these areas continue to be actively monitored and managed across the organisation.

**COMMITTEE RECOMMENDATION 2026/4**

**Moved by:** Cr Wendy Boglary  
**Seconded by:** Louise Dudley

**That the Audit & Risk Management Committee notes the update on safety and psychosocial health risks, trends and associated controls.**

**CARRIED 4/0**

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

Cr Jos Mitchell was an apology

**AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES****5 MARCH 2026****7.3 ASSET DATA AUDIT RECOMMENDATIONS**

An update on the progress of the Asset Data Audit recommendations was presented, advising that the majority of the recommendations have now been closed following Internal Audit validation, with three remaining items continuing to be managed through business-as-usual processes with reduced risk ratings and extended timeframes. The Committee received an update on Council's external Asset Management Maturity Assessment currently underway, including stakeholder engagement undertaken as part of the review. The Committee noted a presentation from the external consultant outlining preliminary findings from the maturity assessment and areas for continued improvement in Council's asset management capability and governance. The report also highlighted the outcomes of the Asset Management Compliance and Capability Uplift initiative delivered during the 2025-2026 asset planning cycle.

**COMMITTEE RECOMMENDATION 2026/5**

**Moved by:** Mary Goodwin

**Seconded by:** Louise Dudley

**That the Audit & Risk Management Committee notes the status of the remaining three Asset Data Audit recommendations and the proposed extension dates, the progress of the Asset Management Maturity Assessment and the outcomes of the 2025-2026 Asset Management Compliance and Capability Uplift initiative.**

**CARRIED 4/0**

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

Cr Jos Mitchell was an apology

**AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES****5 MARCH 2026****7.4 PROJECT AND PROGRAM GOVERNANCE**

An overview of Council's portfolio and project governance and assurance arrangements, including improvements implemented following the internal audit review of the Judy Holt Northern Landfill Project was presented. The update outlined Council's Project and Program Management Framework, the implementation and ongoing enhancement of the PMO365 system to improve transparency and portfolio monitoring and the role of the Portfolio Board in providing independent oversight of the capital program. The Committee also noted the development of a portfolio assurance program incorporating health checks and gateway reviews, together with ongoing work to strengthen governance structures, escalation pathways and oversight of complex projects. These initiatives aim to support improved risk management, delivery certainty and value for the organisation and community.

**COMMITTEE RECOMMENDATION 2026/6**

**Moved by:** Cr Wendy Boglary

**Seconded by:** Louise Dudley

**That the Audit & Risk Management Committee notes the overview on Council's portfolio and project governance and assurance activities.**

**CARRIED 4/0**

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

Cr Jos Mitchell was an apology

**Action Item**

**2026/6-01 Complex Projects Assurance Summary** - Once the report on assurance activities for complex projects is finalised, a summary of these activities will be provided through the Chief Executive Officer's report.

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

The Ethics and Integrity Report highlighted Council's structured complaint and integrity management, ongoing oversight and independent handling of matters, with interim resourcing in place, improvements to the anonymous hotline and updated Public Interest Disclosure delegations. Trend data showed reduced volumes, faster closures and strong completion of fraud prevention training and a focus on emerging risks. Overall, the framework continues to operate effectively, with controls, investigations, awareness initiatives and governance improvements supporting ethical decision-making and accountability.

**COMMITTEE RECOMMENDATION 2026/7**

**Moved by:** Cr Wendy Boglary

**Seconded by:** Mary Goodwin

**That the Audit & Risk Management Committee notes the ethics and integrity activities and updates as presented.**

**CARRIED 4/0**

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

Cr Jos Mitchell was an apology

**AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES****5 MARCH 2026****8.2 RISK MANAGEMENT REPORT**

The Risk Management Report provided an update on operational and strategic risk activities, including ongoing reviews of high-rated risks, the Enterprise Risk Management Framework with approved Risk Appetite and Tolerance Statements and Business Recovery Plans, last tested during Tropical Cyclone Alfred in 2025 with another test planned using a different scenario. Insurance claims and renewal activities are progressing and overall risk management processes continue to be actively monitored and supported by internal and external assurance.

**COMMITTEE RECOMMENDATION 2026/8****Moved by: Mary Goodwin****Seconded by: Louise Dudley****That the Audit & Risk Management Committee notes the update on risk management activities.****CARRIED 4/0**

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

Cr Jos Mitchell was an apology

**Action Item**

**2026/8-01 Residual Risk Oversight** - Risk Management to report on all significant or high risks where residual risk exceeds the target, detailing current mitigation actions, progress, gaps and timelines to reduce residual risk to within acceptable levels.

**8.3 LEGAL AND GOVERNANCE REPORT**

The Legal and Governance Report provided an update on legislative compliance, operational and strategic risks and ongoing court matters. Key activities included monitoring changes under the various legislation and Local Government reforms, as well as workforce retention initiatives and Greenovate Pty Ltd development. Court litigation, including Planning and Environment Court appeals and the Quandamooka Native Title trial, remains stable, with actions progressing in line with statutory and governance requirements. Overall, risk monitoring continues within tolerance.

**COMMITTEE RECOMMENDATION 2026/9****Moved by: Cr Wendy Boglary****Seconded by: Louise Dudley****That the Audit & Risk Management Committee notes the update on the Legal and Governance Report.****CARRIED 4/0**

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

Cr Jos Mitchell was an apology

**AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES****5 MARCH 2026****9 INTERNAL AUDITOR REPORTS****9.1 INTERNAL AUDIT REPORT**

Since the previous ARMC meeting, several internal and external audits have been completed, with findings and recommendations tracked for implementation. Key internal audits include Implementing the Local Government Infrastructure Plan and Maintaining Roads, which highlighted opportunities to strengthen governance, oversight and asset management practices. Follow-up audits on Fleet Management and Asset Data Recommendations confirmed most actions were implemented, with residual items managed through business-as-usual controls. External reports included the Redland City Drinking Water Quality Management Plan Audit 2025 and the Tropical Cyclone Alfred After Action Review, which identified improvements in compliance, operational resilience and disaster response. Overall, audit recommendations are being actively managed, with overdue items prioritised for mitigation and independence of internal and co-sourced audit providers maintained through formal declarations.

**COMMITTEE RECOMMENDATION 2026/10****Moved by: Cr Wendy Boglary****Seconded by: Mary Goodwin**

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

**CARRIED 4/0**

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

Cr Jos Mitchell was an apology

**2026/10-01 Recommendation Updates** – Management to provide comprehensive updates on all open and overdue high and medium risk recommendations, including interim risk mitigation measures and for overdue items, the expected completion date.

**AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES****5 MARCH 2026****10 COUNCIL FINANCIAL REPORTS****10.1 JANUARY 2026 MONTHLY FINANCIAL REPORT AND ASSET VALUATION UPDATE**

A report was presented providing an update on Council's financial position as at 31 January 2026, highlighting a year-to-date surplus favourable to budget, with full-year results expected to moderate. Officers continue to monitor operating results, cost efficiencies and capital works delivery to ensure responsible management of community assets. The report also included an asset valuation update, with fair values determined through independent five-year revaluations and interim indexation, aligned to asset management plans. Key financial sustainability ratios remain largely on target, while the Asset Sustainability Ratio reflects timing of capital renewals and depreciation, supporting ongoing monitoring, accountability and strategic decision-making.

**COMMITTEE RECOMMENDATION 2026/11****Moved by: Louise Dudley****Seconded by: Mary Goodwin**

**That the Audit & Risk Management Committee notes the financial position, results and financial sustainability measures for January 2026 as presented in the attached Monthly Financial Report and notes the asset valuation update.**

**CARRIED 4/0**

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

Cr Jos Mitchell was an apology

**11 EXTERNAL AUDITOR REPORTS****11.1 EXTERNAL AUDIT REPORT**

A report was presented by the Queensland Audit Office providing the 2026 external audit plan and briefing on key matters for Council. The presentation highlighted the external audit focus areas, emerging risks, compliance considerations and relevant lessons from recent local government performance audits. The briefing also outlined new reports, resources and QAO initiatives designed to support continuous improvement, enabling Council to strengthen risk management, governance and financial control frameworks while maintaining transparency and accountability.

**COMMITTEE RECOMMENDATION 2026/12****Moved by: Louise Dudley****Seconded by: Cr Wendy Boglary**

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

**CARRIED 4/0**

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

Cr Jos Mitchell was an apology

**AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES****5 MARCH 2026**

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**12 REDLAND INVESTMENT CORPORATION FINANCIAL REPORTS****12.1 QUARTERLY FINANCIAL REPORT - 31 DECEMBER 2025**

A report was presented providing the December 2025 quarterly financial statements for Redland Investment Corporation (RIC), Council's wholly owned subsidiary. The report outlined the consolidated financial position of the RIC Group and confirmed it is expected to continue operating on a going concern basis. The Committee was also provided with a brief update on projects currently underway across the RIC portfolio.

**COMMITTEE RECOMMENDATION 2026/13**

**Moved by:** Ms Mary Goodwin

**Seconded by:** Louise Dudley

**That the Audit & Risk Management Committee notes the December 2025 consolidated quarterly financial statements for Redland Investment Corporation.**

**CARRIED 4/0**

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

Cr Jos Mitchell was an apology

**13 AUDIT AND RISK MANAGEMENT COMMITTEE MEETINGS PLAN**

The Audit & Risk Management Committee Meetings Plan was provided to the members and invitees.

**14 MEETING CLOSURE**

**The meeting closed at 1.11pm.**

**13.3 UPDATE TO GOV-014-P COMPLAINTS MANAGEMENT POLICY****Objective Reference:** A12970856**Authorising Officer:** Andrew Ross, Executive Group Manager Governance & Legal Services**Responsible Officer:** Andrew Ross, Executive Group Manager Governance & Legal Services**Report Author:** Peter Cardiff, Service Manager Legal Services**Attachments:** 1. Updated GOV-014-P Complaints Management Policy [↓](#)**PURPOSE**

To present the updates made to GOV-014-P Complaints Management Policy (the Policy) for Council's consideration and adoption.

**BACKGROUND**

Council is required under section 268 of the *Local Government Act 2009* to establish and maintain a process for resolving administrative action complaints. The Policy is consistent with section 306 of the *Local Government Regulation 2012* and gives effect to the statutory obligations and forms part of Council's broader governance framework.

The Policy was last adopted by Council on 18 August 2021 and administratively reviewed on 20 May 2024, at which time no amendments were required.

A recent review has identified opportunities to refine the Policy to ensure stronger alignment with:

- Contemporary complaints management practices and principles of natural justice.
- Council's organisational values and Corporate Plan.
- The Complaints Management Framework as the overarching operational document.
- The need to leverage complaints as a mechanism for continuous service improvement.

**ISSUES**

The amendments are clarificatory in nature and do not change Council's legislative obligations or the policy intent. Key updates include:

- Strengthened emphasis on transparency and accountability, reinforcing Council's commitment to ethical and open complaint handling practices.
- Recognition of complaints as a tool for continuous improvement, supporting identification of systemic issues and service enhancements.
- Clearer articulation of scope, including explicit exclusion of requests for service, competitive neutrality complaints and complaints relating to elected officials.
- Refined and expanded definitions section, improving clarity and consistency in interpretation across complaint types.
- Enhanced alignment with the GOV-014-F Complaints Management Framework, reinforcing its role as the primary operational guide.
- Strengthened requirements for confidentiality and information management, including limiting access to complaint information to authorised personnel only.

- Improved communication expectations, ensuring complainants are appropriately informed of progress and outcomes.
- Updated references to associated procedures, guidelines and organisational structures, ensuring consistency across Council's governance framework.

## STRATEGIC IMPLICATIONS

### Legislative Requirements

Section 268 of the *Local Government Act 2009* requires Council to adopt and maintain a process for resolving administrative action complaints. The updates to the Policy satisfy this requirement and support lawful, fair and transparent decision-making.

### Risk Management

The updates to the Policy strengthen Council's governance framework by improving clarity around complaint categorisation and handling, reinforcing confidentiality and controlled access to sensitive information, enhancing consistency between policy, procedures and operational practices and supporting defensibility in internal reviews and external oversight processes.

### Financial

There are no financial implications arising from these amendments.

### People

The updates to the Policy improve clarity for officers involved in complaint handling and support consistent application of the Policy across the organisation.

### Environmental

There are no environmental implications arising from this report.

### Social

The Policy supports community trust and confidence by strengthening transparency, accountability and equitable treatment in complaint handling processes.

### Human Rights

The Policy aligns with the principles of fairness, transparency and natural justice reflected in the *Human Rights Act 2019* (Qld). The updates do not introduce any adverse human rights impacts.

### Alignment with Council's Policy and Plans

The amendments maintain alignment with Council's Corporate Plan, Council's Policy Framework and associated operational documents, including guidelines and procedures referenced in the Policy.

## CONSULTATION

Consulted	Consultation Date	Comments/Actions
Principal Adviser Audit and Integrity Services	February 2026	Reviewed and provided feedback on a holistic approach to complaints management.

**OPTIONS****Option One**

That Council resolves to adopt the updated GOV-014-P Complaints Management Policy, as attached to this report.

**Option Two**

That Council does not adopt the updated GOV-014-P Complaints Management Policy and seeks further information.

**OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2026/70**

**Moved by:** Cr Rowanne McKenzie

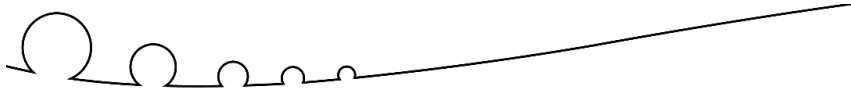
**Seconded by:** Cr Jason Colley

**That Council resolves to adopt the updated GOV-014-P Complaints Management Policy, as attached to this report.**

**CARRIED 10/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Tracey Huges was not present when the motion was put.



# Complaints Management Policy

Policy Identifier: GOV-014-P  
 Approved by: Council  
 Date of Approval:  
 Effective Date:  
 Review Date:  
 Version: 910

## Head of Power

The *Local Government Act 2009* (the Act) and the *Local Government Regulation 2012* (the Regulation) requires Council to establish a complaints management process for ~~resolving various types of~~ addressing complaints relating to its operations, employees and administrative decisions.

This Policy ~~supports~~ reinforces Council's ~~priority~~ commitment to building strong, connected communities by ensuring ~~and includes clear accountabilities~~ transparent, ethical standards ~~and accountable of behaviour~~ complaints management, and ~~an commitment to act in accordance~~ alignment with the 'local government principles' outlined in section 4 of the Act.

## Policy Objective

To recognise the importance of having a Complaints Management Framework and Policy that ~~considers~~ ensures all complaints are considered in a fair, equitable and unbiased manner, ~~based on~~ in line with the principles of natural justice.-

Council acknowledges that complaints are an important mechanism for maintaining public trust and confidence in Council's operations, encouraging transparency and accountability in decision-making, identifying systemic issues and opportunities for improvement, and ensuring compliance with legislative and ethical obligations.

The complaints management process has been designed to provide a structured and consistent approach to receive and assess complaints in a timely and professional manner, protect the rights of complainants and employees involved, and ensure all complaints are resolved appropriately and in accordance with legislative requirements, Council policies and ethical standards.

The complaints management policy covers:

- Administrative action complaints
- Administrative action and external reviews
- Human rights or discrimination complaints
- Complaints about the handling of personal information-
- Workplace complaints made against employees or matters related to the Employee Code of Conduct.
- Complaints relating to corrupt conduct, ethics and integrity.
- Public ~~interest disclosures~~ Disclosures.

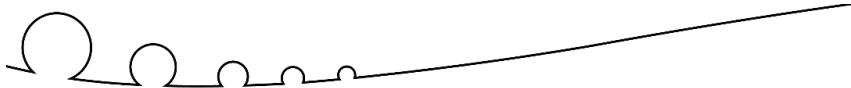
~~Penalty Infringement Notices.~~

~~Claims for compensation.~~

~~Development matters.~~

~~Environmental nuisance complaints.~~

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# Complaints Management Policy

~~Competitive neutrality complaints (see section 48 of the Act).~~

~~Decisions made under the Animal Management (Cats and Dogs) Act 2008.~~

The complaints management policy does not cover complaints relating to elected officials, competitive neutrality complaints and requests for service.

## Policy Statement

Redland City Council, through its Corporate Plan, is committed to providing services that deliver our community’s shared vision and collective aspirations, *Naturally wonderful lifestyle. Connected community. Embracing opportunities.* We are a values led organisation and our organisational values encapsulate what we care about, influence how we operate and support our mission: Make a difference, make it count.

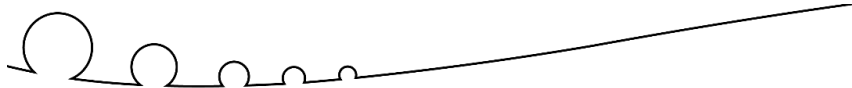
Council is committed to resolving complaints efficiently, fairly and confidentially. To ~~de-~~support this commitment, Council will ensure that:

- Complaints are managed efficiently and will ~~be managed by the first point of contact, or the relevant team in the first instance,~~ reviewed by the relevant business area responsible for the original administrative action.
- Complainants are regularly kept informed of the ~~status-progress~~ of their complaint and provided clear reasons for ~~Council's~~the decisions.
- Complaints are ~~filed-recorded and maintained~~ in accordance with Council's record-keeping Policies policies and Guidelines. ~~Furthermore, Council will protect the information provided by complainants by limiting access to those who require it~~ is appropriately protected.
- Council ~~will cooperate~~s with external review bodies, as required, to ~~provide-facilitate~~ timely, transparent and satisfactory outcomes ~~to-for~~ Council, complainants and the ~~general public~~broader community.

## Definitions

<u>Term</u>	<u>Definition</u>
Administrative action	Under section 268(2) of the <i>Local Government Act 2009</i> , administrative action includes: <ul style="list-style-type: none"> <li>• A decision, or failure to make a decision (including failure to provide written reasons)</li> <li>• An act, or failure to act</li> <li>• The formulation of a proposal or intention</li> <li>• The making of a recommendation</li> </ul>
<u>Administrative action complaint</u>	<u>A complaint made by an affected person about an administrative action of Council, including a decision or failure to make a decision, an act or failure to act, formulation of a proposal or recommendation.</u>
<u>Administrative action review</u>	<u>The process of internally reviewing a decision or action taken by Council when an affected person lodges a complaint.</u>
<u>Complaints Management Framework</u>	<u>Council's overarching framework that describes how complaints are managed, including processes, procedures, and responsibilities. The policy is to be read in conjunction with this Framework.</u>
<u>Complainant</u>	<u>An entity or person who lodges a complaint.</u>
<u>Corrupt conduct</u>	<u>Conduct defined under the <i>Crime and Corruption Act 2001</i>.</u>
<u>Competitive neutrality complaint</u>	<u>A complaint relating to Council's business activities not being conducted in accordance with competitive neutrality principles. These matters are dealt with in</u>

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## Complaints Management Policy

<u>Term</u>	<u>Definition</u>
	<u>accordance with FIN-002-P Competitive Neutrality Complaints Process Policy.</u>
<u>External review</u>	<u>An external review conducted by an authority such as the Queensland Ombudsman which may review administrative action complaints after internal review or the Crime and Corruption Commission Queensland of fraud-related complaints.</u>
<u>Human Rights complaint</u>	A complaint by an individual about an alleged contravention of section 58(1) of the <i>Human Rights Act 2019</i> , that Council has: <ul style="list-style-type: none"> <li>• Acted or made a decision that is not compatible with human rights; or</li> <li>• In making a decision, Council failed to give proper consideration to a human right relevant to the decision.</li> </ul>
<u>Public Interest Disclosure</u>	<u>A disclosure made under the <i>Public Interest Disclosure Act 2010</i> regarding wrongdoing in the public sector.</u>
<u>Request for service</u>	<u>A request asking Council to take action (e.g., fix an issue or respond to a service need); not considered a complaint under this Policy.</u>

### Associated Documents

GOV-007-F Fraud and Corruption Control Framework ([A7625520](#))  
 GOV-014-F Complaints Management Framework ([A5425946](#))  
 GOV-007-P Fraud and Corruption Prevention Policy ([A3155236](#))  
 GOV-008-P Public Interest Disclosure Policy ([A3154424](#))  
 GOV-009-P Investigations Policy ([A3466798](#))  
 GOV-012-P Managing Unreasonable Customer/Conduct Policy ([A3154119](#))  
 GOV-015-P Complaints against a Public Official Policy ([A3155955](#))  
 PAC-001-A People and Culture Management Administrative Directive ([A196591](#))  
 GOV-004-SD Ethics and Integrity Charter ([A12455287](#))  
 PAC-001-SD Employee Code of Conduct ([A196608](#))  
 GOV-007-001-G Fraud and Corruption Prevention Priority Guideline ([A3169258](#))  
 GOV-008-001-G Public Interest Disclosure Priority Guideline ([A3169229](#))  
 GOV-012-001-G Managing Unreasonable Complainant/Customer Conduct Guideline ([A3169271](#))  
 GOV-014-001- G Administrative Action Complaints Management Guideline ([A3161901](#))  
 PAC-001-017-G Workplace Investigations Guideline ([A214625](#))

### Document Control

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

Any requests to change the content of this document must be forwarded to relevant Service Manager(s). Approved documents must be submitted to the Corporate Meetings and Registers Team for registration.

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# Complaints Management Policy

## Version Information

Version number	Date	Key Changes
7	August 2021	Administrative updates only as follows: <ul style="list-style-type: none"> <li>• Changed name to reflect the global complaints process</li> <li>• Replaced Administrative Action Complaint Process with Complaints Framework</li> <li>• Updated list of what the policy covers and what it doesn't cover</li> <li>• Updated with new Corporate Plan references</li> </ul>
8	March 2022	Administrative update to include reference to the new Corporate Plan
9	May 2024	Reviewed, no updates.
<u>10</u>	<u>March 2026</u>	<ul style="list-style-type: none"> <li>• <u>Increased emphasis on transparency and accountability</u></li> <li>• <u>Objective to use complaints as a tool for continuous service improvement</u></li> <li>• <u>Clarified that requests for service and competitive neutrality process complaints are not covered</u></li> <li>• <u>Strengthened language regarding limiting access to complaint information to only those who require it and progress update to complainants</u></li> <li>• <u>Inclusion of a definitions listing to provide clarity</u></li> <li>• <u>Included relevant internal guidelines to the associated documents list</u></li> </ul>

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### 13.4 UPDATE TO GOV-014-F COMPLAINTS MANAGEMENT FRAMEWORK

**Objective Reference:** A12691877

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

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

**Report Author:** Peter Cardiff, Service Manager Legal Services

**Attachments:** 1. GOV-014-F Complaints Management Framework [↓](#)

#### PURPOSE

To present an updated version of the GOV-014-F Complaints Management Framework (Framework) for Council adoption.

#### BACKGROUND

A recent realignment within Organisational Services resulted in several functions and associated staff transitioning to the Legal Services Unit, within the newly established Governance and Legal Services Group. This structural change prompted a review of the existing Framework to ensure alignment with current reporting lines and operational responsibilities.

The review identified that, while the intent of the Framework remains sound, elements no longer accurately reflect Council's organisational structure or governance arrangements. The refresh provides opportunity to:

- Clarify roles and responsibilities under the revised structure.
- Align the Framework with current operational processes and expectations.
- Strengthen legislative positioning and compliance.
- Improve transparency, consistency and accountability in managing Administrative Action Complaints.

The updated Framework preserves the intent of the existing document while ensuring it is accurate, fit-for-purpose and aligned with current governance arrangements.

#### ISSUES

The current Framework requires updating for the following reasons:

- **Structural misalignment:** The Framework references the previous Organisational Services structure and does not reflect current reporting lines or functional responsibilities.
- **Operational clarity:** Certain procedural steps and decision-points require strengthening to provide consistency in the assessment and review of Administrative Action Complaints across Council.
- **Legislative positioning:** Although compliant, the Framework benefits from clearer articulation of Council's obligations under section 268 of the *Local Government Act 2009*, together with improved guidance for officers responding to review requests.
- **Service request vs complaint confusion:** The updated Framework more clearly differentiates between service requests and administrative action complaints. This distinction is critical to appropriate triaging, escalation and response.

Adoption of the revised Framework will provide greater clarity to officers and Councillors regarding expectations, process integrity and review pathways.

## STRATEGIC IMPLICATIONS

### Legislative Requirements

Section 268 of the *Local Government Act 2009* requires Council to adopt and maintain a process for resolving administrative action complaints.

The updated Framework satisfies this statutory obligation and supports consistent, lawful and procedurally fair responses to requests for review.

### Risk Management

There are no significant risks associated with adopting the updated Framework.

A clear and contemporary Framework reduces operational, governance and reputational risk by strengthening consistency, accountability and transparency in complaint management.

### Financial

There are no financial implications associated with the proposed updates.

Implementation will be managed within existing budget allocations.

### People

No staffing or resourcing impacts are anticipated. The revised Framework supports officers by providing clearer guidance, reducing ambiguity regarding roles and responsibilities, and strengthening internal consistency.

### Environmental

There are no environmental implications arising from this report.

### Social

There are no direct social impacts. Strengthened complaint handling processes contribute positively to community confidence in Council's decision-making process.

### Human Rights

Human rights considerations have been assessed in accordance with sections 58(1) and 58(5) of the *Human Rights Act 2019 (Qld)*. The recommended action is compatible with human rights and does not limit any rights under this Act.

### Alignment with Council's Policy and Plans

The updated Framework aligns with Council's commitment to good governance, transparency, and accountability. No areas of non-alignment have been identified.

## CONSULTATION

Consulted	Consultation Date	Comments/Actions
Principal Adviser Digital Communications and Systems	February 2026	Discussion on the management of frontline complaints.
Governance Advisory Team	February 2026	Provided advice on formatting, alignment with policy framework and associated documents.
Principal Adviser Audit and Integrity Services	February 2026	Reviewed and applied administrative amendments aligned with organisational structure.

**OPTIONS****Option One**

The Council resolves to adopt the updated GOV-014-F Complaints Management Framework, pursuant to Section 268 (1) of the *Local Government Act 2009*, as attached to this report.

**Option Two**

That Council does not adopt the updated GOV-014-F Complaints Management Framework and seeks further information.

**OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2026/71**

**Moved by:** Cr Jason Colley

**Seconded by:** Cr Rowanne McKenzie

**The Council resolves to adopt the updated GOV-014-F Complaints Management Framework, pursuant to Section 268 (1) of the *Local Government Act 2009*, as attached to this report.**

**CARRIED 11/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.



## **GOV-014-F**

# **Complaints Management Framework**



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Framework Document Identifier: GOV-014-F

Approved by: General Manager Organisational Services

Date of Approval:

Effective Date:

Review Date:

Version: 3

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### 1. Purpose and Legislative Context

This Complaints Management Framework (CMF) establishes Council’s process for managing administrative action complaints (review requests) in a fair, transparent, timely and accountable manner, in accordance with section 268 of the *Local Government Act 2009*.

Council must also meet reporting obligations under the *Local Government Regulation 2012* and consider obligations under the *Human Rights Act 2019* and *Information Privacy Act 2009*.

### 2. Commitment and Guiding Principles

Council recognises that complaints provide valuable feedback and are an important indicator of service quality and community confidence.

Council is committed to resolving review requests:

- Efficiently
- Fairly and impartially
- In accordance with natural justice and procedural fairness
- In a confidential manner
- In a way that promotes continuous improvement

All complaints are managed in accordance with the following principles:

- Transparency – clear communication and reasons for decisions
- Accessibility – multiple avenues for lodging complaints
- Responsiveness – timely acknowledgement and resolution
- Objectivity – evidence-based and unbiased assessment
- People Focus – respectful, rights-based approach
- Confidentiality – protection of personal information
- Accountability – clear roles, reporting and oversight
- Continuous Improvement – learning from complaint trends

### 3. Application and Scope

#### 3.1 In Scope

This framework applies to:

- Administrative action complaints made by affected persons
- Anonymous review requests (noting investigation may be limited)
- Review requests received via Councillors
- Complaints addressed to the Mayor, CEO or ELT

#### 3.2 Out of Scope

The following matters are not managed under this framework:

- Workplace conduct complaints
- Allegations of corrupt conduct
- Public Interest Disclosures
- Claims for compensation
- Privacy breach complaints
- Request for service
- Requests for information

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- Petitions or consultation comments
- Matters relating to Councillors
- Matters already subject to external appeal or review
- Matters being addressed in an external forum (e.g. tribunal or commission)
- Complaints previously addressed where all review avenues are exhausted

#### 4. What is an Administrative Action Complaint?

An administrative action complaint is an expression of dissatisfaction about an administrative action of Council by an affected person.

Under section 268(2) of the *Local Government Act 2009*, administrative action includes:

- A decision, or failure to make a decision (including failure to provide written reasons)
- An act, or failure to act
- The formulation of a proposal or intention
- The making of a recommendation

Examples of administrative action complaints:

Type of administrative action complaint/review requests	Examples (but not limited to)
An act or, failure to do an act	<ul style="list-style-type: none"> <li>• A repeated complaint or review request about the general quality of a Council asset that is not responded to by Council.</li> <li>• Failure to take action following a request for action.</li> <li>• Failure to take appropriate action following a request from an affected person to investigate a situation.</li> <li>• A complaint or review request about a process that Council is undertaking that is impacting the complainant.</li> </ul>
A decision, failure to make a decision, including a failure to provide a written statement of reasons for a decision	<ul style="list-style-type: none"> <li>• A complaint or review request in respect of a Council decision or service.</li> <li>• A complaint or review request in respect of a Council decision not to action a request.</li> </ul>
The formulation of a proposal or intention	<ul style="list-style-type: none"> <li>• A complaint or review request in respect of a proposal by Council to take a particular action in the future.</li> </ul>
The making of a recommendation	<ul style="list-style-type: none"> <li>• A complaint or review request in respect of a recommendation made by Council.</li> </ul>

Matters that are **not** administrative action complaints or review requests:

- A request for information – request for information about Council services, policies or procedures.
- A request for service – request for action to be taken in relation to a service or product provided by Council.
- A report – report of damaged or faulty infrastructure or of hazards.
- A suggestion – proposed service or product improvement.
- An enquiry – request for clarification or further information.
- A follow up – a further request for service or information that has not been completed by Council but is still within the timeframe of the KPI advised to the customer or complainant.

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- A petition – to Council on a particular matter.
- Comments – comments received during a community consultation.
- Employee conduct – which is being dealt with under the employee code of conduct.

**5. Distinction Between a Complaint and a Service Request**

A service request is not an administrative action complaint and are managed through operational processes. Examples of service requests include a request to mow a park, a request to trim a tree, a notification of a barking dog and a request to empty overflowing bins.

**6. Lodging a Review Request**

Review requests may be lodged:

- In writing to Information Access, PO Box 21, Cleveland QLD 4163
- By email to [information.access@redland.qld.gov.au](mailto:information.access@redland.qld.gov.au)
- Online via Council’s website [www.redland.qld.gov.au](http://www.redland.qld.gov.au)
- By phone on (07) 3829 8999

All complaints, regardless of whom they are addressed to, must follow this framework.

**7. How are Complaints Managed?**

Council aims to resolve review requests at the frontline business area responsible for the original administrative action.

**Step 1 – Frontline Review**

- This is undertaken by the Business Unit and is the initial review of the original decision/action. This aims to resolve or address the concerns raised.
- Where a complaint involves multiple business units, one unit will be designated as the lead to coordinate the response.
- Acknowledged within five (5) business days
- Response provided within ten (10) business days
- Extensions advised where required
- If the complainant is dissatisfied with the frontline outcome, they may request an administrative action review.

**Step 2 – Administrative Action Review**

- This is the second review and is undertaken by Council's Legal Services Unit
- The complainant must explain why the review is appropriate, for example why the original outcome was not reasonable, or why the handling of the request was unfair or procedurally deficient
- Acknowledged within five (5) business days
- Decision Notice issued within forty (40) business days

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**Step 3 – External Review**

- After internal review avenues are exhausted, complainants may seek external review from:
  - Queensland Ombudsman - GPO Box 3314, Brisbane QLD 4000, Tel: 07 3005 7000 or 1800 068 908
  - Energy and Water Ombudsman Queensland - PO Box 3640, South Brisbane BC QLD 4101, Tel: 1800 662 837
  - Queensland Human Rights Commission - Level 4, 400 George Street, Brisbane QLD 4000, Tel: 1300 130 670 or 07 3021 9125
- For matters appealable via Queensland Civil and Administrative Tribunal (QCAT), review relates to the process followed, not the merits of the decision.

**5.8. Matters Council may Decline to Investigate**

Council may decline to investigate a review request where:

- Council is not the appropriate agency
- The complainant lacks sufficient direct interest
- The complainant lacks authority to act
- A statutory appeal right exists
- The resources required are disproportionate to the likely outcome
- Internal review options are exhausted
- Insufficient grounds exist
- The complaint is frivolous or vexatious
- The complainant is recorded on Council’s unreasonable complainant conduct register
- The matter is too old to reasonably investigate
- The matter is already being managed under another statutory process
- Comments made through Council’s social media

Where Council declines to investigate, the complainant will be advised of the reasons.

**6.9. Remedies**

When a review request is substantiated, an appropriate remedy should be determined after considering all available options. This includes any legislative remedies, the outcome sought by the complainant, and the degree of loss suffered by the complainant. Wherever possible, informal resolution should be attempted.

If it is determined that the complainant’s human rights have been impacted in a way that is not reasonable or justifiable, the next step is to identify how the matter can be resolved to the satisfaction of both the complainant and Council.

Possible remedies may include one or more of the following:

- Acknowledgement of an error made
- Apology
- Change of decision
- Change of policy, procedures or practices
- Correction of misleading or inaccurate records
- Explanation of ~~the cause of how and why~~ the problem ~~occurred~~ and ~~what~~ steps Council ~~is~~ ~~putting~~ in place to prevent recurrence.
- Additional employee training

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- Repairs

**7.10. Recording and Reporting**

The *Local Government Regulation 2012* requires Council to include the following in its annual report:

- The number of administrative action complaints/review requests made to the local government.
- The number of administrative action complaints/review requests resolved by the local government under the complaints/review requests management process.
- The number of administrative action complaints/review requests not resolved by the local government under the complaints/review requests management process.
- The number of administrative action complaints/review requests not resolved by the local government that were made in the previous financial year.

Council maintains a register for all administrative action complaints/review requests, which records the outcome of the investigation. Council’s records management system holds all records pertaining to the investigations, including meeting records, telephone conversations, emails, reports and findings from the investigations and decision notices.

The records are available for internal and external review, subject to right to information and information privacy considerations and Council’s legislative obligation to agencies such as the Queensland Ombudsman and the Energy and Water Ombudsman Queensland.

All administrative action complaints/review requests that are received and managed by Council are captured, and their outcomes recorded.

In accordance with the *Human Rights Act 2019*, Council must provide information to the Queensland Human Rights Commission for its Annual Report upon receipt in writing of a request made under section 98.

**8.11. Continuous Improvement**

Complaint data is analysed to identify trends and systemic issues. The Service Manager Legal Services monitors complaint statistics and provides monthly reporting to support organisational learning and service improvement.

**9.12. Roles and Responsibilities**

Role	Responsibilities
Chief Executive Officer (CEO)	<ul style="list-style-type: none"> <li>• Accountable for the CMF that puts the customer first.</li> <li>• Accountable for publishing complaint data in the annual report by 30 September each year to comply with section 187 of the <i>Local Government Regulation 2012</i>.</li> </ul>
General Managers	<ul style="list-style-type: none"> <li>• Accountable for the CMF being adhered to in their department.</li> <li>• Ensure timely and effective resolution of complaints in accordance with this framework.</li> <li>• Decide if a frontline complaint will not be investigated.</li> <li>• Ensure that appropriate action, including any preventative action is taken to address sources of complaints/review requests and trends in complaint data.</li> <li>• Ensure that timely responses are provided to requests for information.</li> <li>• Action any recommendations from internal review decisions.</li> </ul>

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Role	Responsibilities
Executive Group Manager Governance and Legal Services	<ul style="list-style-type: none"> <li>Act as the Crime and Corruption Commission (CCC) liaison officer for Council.</li> <li>Accountable for the referral of complaints/review requests involving fraud and corruption to the CCC.</li> <li>Decide if a complaint/review request about fraud and corruption will not be referred to the CCC.</li> <li>Report on number of complaints/review requests referred to the CCC.</li> </ul>
Service Manager Legal Services	<ul style="list-style-type: none"> <li>Review and assess complaints relating to alleged breaches of human rights.</li> <li>Liaise with the Human Rights Commission on all human rights complaints involving Council.</li> <li>Report on the number of Human Rights complaints and outcomes.</li> <li>Provide the Administrative Action Complaint statistics to the Executive Leadership Team and the Audit &amp; Risk Management Committee as agreed.</li> </ul>

## Definitions

Term	Definition
Administrative action	Under section 268(2) of the <i>Local Government Act 2009</i> , administrative action includes: <ul style="list-style-type: none"> <li>A decision, or failure to make a decision (including failure to provide written reasons)</li> <li>An act, or failure to act</li> <li>The formulation of a proposal or intention</li> <li>The making of a recommendation</li> </ul>
Administrative action complaint	A complaint made by an affected person about an administrative action of Council, including a decision or failure to make a decision, an act or failure to act, formulation of a proposal or recommendation. This is also referred to as a <i>review request</i> .
Administrative action review	The process of internally reviewing a decision or action taken by Council when an affected person lodges a complaint.
Complainant	An entity or person who lodges a complaint.
Corrupt conduct	Conduct defined under the <i>Crime and Corruption Act 2001</i> .
Frontline review	An initial assessment of a complaint, typically conducted by the specific Council department responsible for the original administrative action.
Human Rights complaint	A complaint by an individual about an alleged contravention of section 58(1) of the <i>Human Rights Act 2019</i> , that Council has: <ul style="list-style-type: none"> <li>Acted or made a decision that is not compatible with human rights; or</li> <li>In making a decision, Council failed to give proper consideration to a human right relevant to the decision.</li> </ul>
Public Interest Disclosure	A disclosure made under the <i>Public Interest Disclosure Act 2010</i> regarding wrongdoing in the public sector.
Requests for service	A request asking Council to take action (e.g., fix an issue or respond to a service need); not considered a complaint under this Framework.
Workplace conduct complaint	A complaint about the behaviour of a Council employee.

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**14 REPORTS FROM COMMUNITY & CUSTOMER SERVICES****14.1 REDLANDS COAST ACTIVE TRANSPORT STRATEGY****Objective Reference:** A12264490**Authorising Officer:** Brooke Denholder, General Manager Community & Customer Services**Responsible Officer:** David Jeanes, Group Manager City Planning & Assessment**Report Author:** Andrew Norton, Principal Transport Planner  
Vishesh Lochev, Senior Transport Planner**Attachments:** 1. Redlands Coast Active Transport Strategy [↓](#)**PURPOSE**

To present the final Redlands Coast Active Transport Strategy (Strategy) to Council for consideration and adoption.

**BACKGROUND**

While the city's current active transport planning document, the Seven C's Connection Strategy (2011), has supported network improvements over the past 15 years, active transport mode share has steadily declined over this time. This 2011 strategy no longer reflects the city's urban form, nor does it address the significant population growth anticipated over the next 20 years. A new active transport strategy is required to respond to these changes and guide efforts to increase walking and riding across the Redlands Coast.

The Redlands Coast Active Transport Strategy has been developed to support Council's vision for a more sustainable, liveable and connected city, aligning with both the Corporate Plan and Redlands Coast Transport Strategy. The Strategy aims to increase active transport mode share and expand travel choice for residents, workers and visitors.

In June 2025, Council endorsed a preliminary draft of the Strategy for public consultation, which occurred in July 2025. This final version of the Strategy incorporates changes reflecting the feedback and submissions received during that consultation period.

**ISSUES****Declining mode share**

The proportion of children walking or cycling to school has declined sharply, from 75% in 1970 to just 25% in 2010. Today, active transport represents only 9% of all trips, with just 2% of work journeys made by walking or riding.

As the population increases and active travel continues to decline, reliance on private vehicles grows, leading to worsening congestion and higher parking demand. This congestion can contribute to unsafe or aggressive driver behaviour, creating an intimidating environment for less confident pedestrians, riders and people with disabilities. Vulnerable road users, including children, people with disabilities and seniors, are disproportionately affected, further discouraging walking and riding and accelerating the downward spiral in active transport participation.

**Gaps and barriers to access**

While the city is well served by quiet streets and pathways, there are many infrastructure gaps and barriers that hinder access to key destinations by active transport. Barriers include a lack of crossings over major roads, rail lines and creeks, intersections that have limited or no facilities for pedestrians, riders and people with disabilities, or limited or inadequate paths along these routes. Gaps in the active transport network include missing links to and around destinations and to public transport stops and stations. Council's Gap Program is currently addressing some of the gaps and barriers.

**Safety concerns**

Safety is a critical issue for the city's transport network, with disproportionate risks for pedestrians, people with disabilities and riders. Perceptions of unsafe paths and roads are some of the biggest barriers to people walking and riding. Poorly lit pathways, lack of cycle lanes, insufficient crossings and intersections, and speeds that prioritise traffic movement over safety are other factors impacting active travel. With many more trips anticipated over the next 20 years, improving conditions in these settings will become even more critical if more people are to walk and ride more frequently.

**Awareness and education**

A lack of awareness and provision of accessible, current information can hinder the uptake of active transport, even though the city has many excellent facilities for riders, pedestrians and people with disabilities. This is coupled with generally insufficient wayfinding signage that could assist residents and visitors to navigate themselves around and between destinations.

The city does not currently provide any encouragement or education programs that could enable more people to walk and ride more often. Workplace travel initiatives and active travel-to-school schemes can play a significant role in increasing walking and riding mode share.

While there are some excellent end-of-trip facilities (such as cycle and scooter racks, cycle cages, showers and lockers in workplaces) in some locations, additional and improved facilities are required, especially in the city's centres, employment and public transport hubs.

**Investment shortfalls**

Council typically invests \$13/capita (average 15% transport budget) on maintaining and enhancing active transport facilities, whereas State and Commonwealth governments invest less than \$1.50/capita (less than 1%) of their annual transport budgets on these modes. While this mirrors spending by other Australian state governments, it does not compare with that spent in leading countries, such as the Netherlands and Denmark, which invest \$50–65 per capita, achieving cycling mode shares of 27% and 16%, respectively (the city's active transport mode share is 9% for all trips or 2% for journeys to work). The Climate Council and others are advocating for 20% transport budgets being allocated to active transport.

There is a strong correlation between spending on active transport and the mode shares achieved. Without sufficient funding by all levels of government, it will be challenging to provide the active transport network needed to support more people walking and riding for many of their trips.

### **Opportunities**

50% of all trips (by all modes) are less than five kilometres and 25% are less than 2 kilometres, with 60% of trips to school being less than three kilometres. With the right facilities, conditions and awareness, many of these trips could be undertaken on foot or by riding. Where trip lengths are longer, improvements to public transport would enable more people to walk or ride for at least sections of their journeys.

Improved conditions for pedestrians and riders improve travel choices for citizens, visitors and workers, while potentially reducing peak hour congestion, improving the environment and people's health and wellbeing. While greater investment is required by all levels of government to support this, the social, economic and financial benefits have been estimated to far exceed the investment required. Timely investment could also boost economic benefits to Redlands Coast arising from increased visitation due to the 2032 Olympics and Paralympics.

### **Delivering the strategy**

For the purposes of this Active Transport Strategy, Council's responsibilities include:

- Planning, delivering and managing local walking and cycling infrastructure, integrating active transport into land-use planning (including, where appropriate, the Local Government Infrastructure Plan).
- Setting City Plan requirements for private development (including paths, bicycle parking and end-of-trip facilities).
- Through improvements associated with urban renewal projects and works.
- Advocating to the State Government for improvements to State-controlled roads, corridors and public transport interfaces.

### **The State Government's responsibilities include:**

- Setting the strategic policy and legislative framework, delivering and funding active transport infrastructure on state-controlled networks.
- Co-ordinating region-wide walking, cycling and public transport networks.
- Supporting local active transport projects through state grant funding programs.

## **STRATEGIC IMPLICATIONS**

### **Legislative Requirements**

There are no legislative requirements for developing an active transport strategy. However, such a strategy is necessary to guide the development of active transport infrastructure that can be included in Local Government Infrastructure Plans, which empower councils to require developers to contribute to trunk infrastructure, such as some active transport facilities.

### **Risk Management**

The risks associated with adopting the Strategy include:

- State and Federal Governments not increasing their funding for active and public transport, limiting Council's capacity to deliver the Strategy.

- The State Government not prioritising improvements on the state-controlled roads for pedestrians, riders and for people with disabilities, such as at crossings and intersections.
- Active transport infrastructure not being provided in sequence with population, visitor and employment growth.
- Limited community buy-in and resistance to adopting walking and riding as viable transport modes for many trips, hindering the Strategy's success.

The risks associated with not adopting the Strategy include:

- Inadequate allocation of funding to active transport projects could delay the implementation of priority initiatives, thereby limiting active transport participation.
- Potential risk of litigation should there be crashes attributed to unsafe conditions on the city's roads and paths.
- Insufficient capacity to advocate for increased investment from other governments and to pursue State and Federal government funding channels that could leverage Council's delivery of key initiatives.
- Limited capacity of Council to secure infrastructure contributions or quality transport outcomes from development.
- Increases in peak hour congestion, resulting in governments spending considerably more on road upgrades, public parking and potential property resumptions than a much smaller investment in active transport.
- Potential ad hoc investment in active transport that does not deliver desired outcomes.
- Community disenchantment when Council strategies and plans are unrealised or do not meet expectations.

### Financial

There are no financial implications of the Strategy for the current financial year. Future funding for active transport will be subject to standard budget processes.

The Strategy recommends a realistic and sustained increase in active transport expenditure by Council as a proportion of the total transport budget. This would increase Council's capacity to improve and extend the active transport network, leverage contributions from other governments and developers, and to deliver low-cost travel behaviour change programs that encourage and enable more people to walk and ride, irrespective of their level of mobility. Such an investment could bolster active travel mode share, with a resultant reduction in motor vehicle trips which could potentially delay or reduce the need for some road upgrades or parking.

In the 2024/25 financial year, the expenditure on active transport totalled \$4.68M. The Strategy proposes a stepped increase to approximately \$6.5M by 2046 (in 2025 dollars, excluding replacement costs due to unforeseen events, such as floods and cyclones). This is based on the anticipated population growth and increasing expenditure per capita from \$20 today to \$30 by 2046 (in 2025 dollars).

Cost saving benefits to the community of this investment include potentially saving up to \$100M in congestion costs and \$4M in health costs (in 2016 Dollars) and up to \$3.5M in climate offsets, per annum in the city. Estimated returns on investment have been calculated as up to 13 times for investments in facilities for pedestrians and people with disabilities and five times for investments in riding facilities.

### **People**

Implications for staff in implementing the Strategy include:

- More travel options for staff to get to and from work safely: Investment in improved facilities may help to reverse the dramatic decline in the number of staff who walk and ride to work over the last 10 years.
- Improved end-of-trip facilities for staff, where Council commits to further improvements in the facilities provided at workplaces.
- Improved health and wellbeing for staff: Exercise by way of walking and riding is proven to improve one's physical and mental health.
- Greater direction about what Council invests in, to deliver the Strategy's outcomes.

Additional resources may be required, particularly if Council is to initiate travel behaviour change programs and to effectively advocate for more funding from State and Federal governments. Experience from other local governments is that a small investment in travel behaviour change initiatives, such as Safe Schools Travel programs, can deliver many times more benefits than the initial investment required (such as reducing peak hour congestion arising from school trips).

### **Environmental**

The Strategy outlines interventions designed to create a safer, more connected, and accessible transport network in the city, thereby reducing reliance on private vehicles and associated environmental impacts. The resultant environmental benefits include decreased reliance on fossil fuels, lower carbon emissions, and reductions in air and noise pollution from vehicles. Also, the footprint of paths and routes accommodating active travel is much less than that required for general traffic and pedestrian and rider impacts on flora and fauna are negligible.

### **Social**

Adopting the Strategy should enhance social outcomes across the region by improving access, connectivity, and ease of travel between key destinations such as schools, workplaces, public transport hubs, and recreational areas. By creating well-connected and activated streets, the Strategy will foster greater opportunities for social interaction, promoting a stronger sense of community.

Increased walking and cycling activity in key areas is also expected to support local businesses, as higher pedestrian and rider activity often correlates with longer visits and increased spending, generating positive social and economic benefits for the city.

Providing more options for residents, visitors and workers to travel improves equity and inclusion and offers people who are unable to drive an affordable way to access their destinations. Private vehicle ownership is a significant financial burden with a typical South East Queensland household spending approximately \$23,000 each year on owning and running a car.

Walking and riding provide many physical and mental health benefits, with the potential to reduce the burden on the health system resulting from inactivity and rising levels of obesity.

There is also clear evidence that the more people walk and ride, the safer the transport network becomes, particularly where this is supported by improved facilities and conditions.

### **Human Rights**

By supporting greater choice in travel options, achieving the Strategy outcomes would ensure that everyone, irrespective of their level of mobility, can access key destinations consistent with section 19 of the *Human Rights Act 2019*.

### **Alignment with Council's Policy and Plans**

#### Our Future Redlands – A Corporate Plan to 2026 and Beyond

The Strategy aligns strongly with the strategic goal outlined in the Council's Corporate Plan:

- Goal: Liveable Neighbourhoods:
  - Priority: Advocate for and deliver integrated and accessible transport solutions on the city's active transport, passenger and road networks, to improve travel choice and access for the community.
  - Enabling strategies, plans and programs: Redlands Coast Transport Strategy, Active Transport Strategy.
  - What success will look like: Increased connections by pathways, increased journey to work ratios by cycling, walking and public transport, continued advocacy to State and Federal government for fair funding to deliver critical community infrastructure.

The Strategy aligns with the above relevant components of the Corporate Plan, improving accessibility and travel choice with a specific focus on active transport. The success factors of the Strategy also align well with the Corporate Plan, aiming to improve the network of pathways, increase uptake of active travel, and increase State and Federal funding for active transport projects.

#### Redlands Coast Transport Strategy

The Strategy meets the vision and outcomes of the Redlands Coast Transport Strategy:

- Integrated innovative and sustainable planning through integrating land use and transport planning to adopt innovative solutions with a target to increase population density and pedestrian connectivity of activity centres.
- Integrated innovative and sustainable planning through advocating effectively for implementation of projects that achieve the transport strategy vision, with a target to investigate alternative funding mechanisms to deliver transport projects.
- A liveable, active, and prosperous city through land use and transport network outcomes (that) encourage economic prosperity and sustainable connectivity with centres and natural assets, with a target to increase walkability and access to key public transport nodes.
- A connected and accessible city through safe, sustainable and equitable movement throughout the region, with a target to increase walking and cycling for all trips.

- Positive education and behaviour through the community making wise travel decisions based on sustainability, cost, accessibility and amenity, with a target to implement successful travel behaviour change and road safety programs.

By advancing these themes, the Strategy contributes to the Redlands Coast vision of an efficient, accessible, and integrated transport system, which sustainably facilitates the movement of people and goods within and beyond the city and the bay.

### City Plan

The Strategy complements the City Plan by aligning with its strategic intent to develop an integrated transport network that supports sustainable growth. Specifically, the Strategy enhances active travel options, linking residential areas, schools, and key activity centres with safer and more accessible pedestrian and riding networks.

The Strategy also reinforces the objectives of the integrated transport network in the Redland City Plan by improving connections between active and public transport, reducing car dependency, and fostering a healthy, walkable urban environment.

By aligning with the Corporate Plan, Redlands Coast Transport Strategy and City Plan, the Strategy ensures that Council's resources are directed effectively, addressing local needs while supporting broader regional and state planning goals.

### CONSULTATION

Consulted	Date	Comments/Actions
Public	30 June 2025 – 27 July 2025	Public consultation activities included a YourSay page, social media posts, community survey, community pop ups, and receipt of submissions from members of the community and other stakeholders. The Strategy incorporates changes to reflect feedback and submissions during the consultation period.
Councillor Briefing	31 March 2026 19 May 2025	General support for the Strategy at Councillor Briefing on 19 May 2025 and 31 March 2026.
ELT Briefing	9 February 2026	General support for the Strategy.
Councillor Division 2	March 2025	Councillor Division 2 is chair of the Active Transport Reference Group and has been briefed while formulating the preliminary Strategy.
Active Transport Reference Group	26 February 2025 21 October 2024 1 November 2023 3 May 2023	Presentation of the Strategy for feedback at the group's meetings and to outline opportunities for further comment during the formal consultation stage. Workshops were also held in 2023 with the consultants who undertook the technical work that informed the formulation of the strategy and the Active Transport Network Plan.
Officer Briefing	21 November 2024	The preliminary Strategy presented to officers for feedback. Feedback was supportive and indicated consistency with Economic Development, City Assets' delivery and operations, City Planning, Strategic Property and Compliance Services work.
Officer and peak body workshop 3: Strategy actions and priorities	10 February 2023	Workshop 3 focused on refining strategy actions and priorities, covering planning, infrastructure, education, and implementation. An interactive session prioritised key actions aligned with a possible vision, outcomes, and goals. This was required to assist consultants in finalising their technical work.

Consulted	Date	Comments/Actions
Officer and peak body workshop 2: Strategy, Vision, and Network Planning approach	6 December 2022	The second workshop focused on refining the vision, objectives, and network planning approach for the strategy. Discussions covered integrating natural assets, prioritising comfortable and connected networks, and using metrics to guide infrastructure development.
Officer and peak body workshop 1: Issues, opportunities, and network focus	27 September 2022	The first workshop for the strategy focused on identifying issues, opportunities, and user needs for the active transport network. Key activities included a SWOT analysis, vision-setting exercises, and discussions on barriers and opportunities across microgrid, network core, and arms.

## OPTIONS

### Option One

That Council resolves to adopt the Redlands Coast Active Transport Strategy (included at Attachment 1).

### Option Two

That Council resolves to adopt the Redlands Coast Active Transport Strategy (included at Attachment 1), subject to amendments.

### Option Three

That Council resolves to not adopt the Redlands Coast Active Transport Strategy (included at Attachment 1).

## OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2026/72

**Moved by:** Cr Peter Mitchell

**Seconded by:** Cr Paul Bishop

**That Council resolves to adopt the Redlands Coast Active Transport Strategy (included at Attachment 1).**

**CARRIED 11/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.



April 2026

# Redlands Coast Active Transport Strategy 2026–2046



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### Acknowledgement of Traditional Custodians and Country

Redland City Council respectfully acknowledges the Quandamooka People as the Traditional Custodians of much of Redlands Coast. Council also recognises the Danggan Balun (Five Rivers) People of the Southern Redland City Area.

Council is committed to working in partnership with Traditional Custodians and First Nations Community Groups in the Redland City area.



*Kanara Malara Artwork by Quandamooka Traditional Owner and artist Josh Walker*

## Mayor's foreword

As Redlands Coast evolves, so too must our local transport network. At the heart of the Redlands Coast Active Transport Strategy is a desire to provide our community with greater choice over how we move around the city.

This Strategy is a unique opportunity to reimagine travel for our residents and visitors, with a focus on making more walking and riding facilities available within five kilometres of our major destinations.

Council's adopted Corporate Plan, *Our Future Redland City: Corporate Plan 2026–2031*, identifies the delivery of an integrated and accessible active transport network to improve participation in active travel as a key priority for creating more liveable, healthy and connected neighbourhoods. The Active Transport Strategy has been developed to align with this objective and outlines some of the key steps Council and other stakeholders can take in the years ahead to get more people walking and riding more frequently.

One of the key reasons for developing this Strategy today is to cater for the Redlands Coast population of tomorrow. With the number of people living in the city expected to increase by 50,000 people and another 20,000 people forecast to be working within our borders over the next 20 years, effective alternatives to car travel will be required to help take pressure off the road network.

Council studies have found that unless there is greater uptake of public transport and other modes of travel such as riding and walking during this period of population growth, the number of trips undertaken on our roads could increase significantly.

Getting more people to leave their car at home is key to reducing any potential traffic impacts and will be achieved by ensuring the city's active transport network is accessible to our diverse community and well connected to areas such as town centres, transport and lifestyle hubs, and community facilities. This will also assist with building our visitor economy by allowing for easy and safe movement between attractions and city centres.

Council supports active travel and, with the adoption of this Strategy, looks forward to taking the next step in giving the community more flexibility over how they move around their suburbs and the city into the future.

### **INSERT SIGNATURE**

**Councillor Jos Mitchell**

*Mayor of Redland City*

## Executive summary

The Redlands Coast Active Transport Strategy is Council's strategic framework for shaping the future of walking and riding across the city. It builds on the Redland City Council Corporate Plan and the Redlands Coast Transport Strategy, responding to the transport, health and liveability challenges associated with a growing population.

By 2046, Redlands Coast is forecast to grow by up to 50,000 additional residents and 20,000 new jobs. This growth will significantly increase travel demand. Without a shift towards more sustainable forms of transport, the city will experience greater congestion, increased pressure on road infrastructure and parking, and reduced accessibility for people with limited travel choices.

Active transport provides a viable and efficient alternative for many everyday trips. Almost half of all trips made in the city are less than five kilometres, and Redlands Coast's current extensive pathway network (over 565 kilometres), coastal landscapes and walkable centres create strong foundations for a connected and attractive active travel network.

This Strategy sets out Council's intentions to increase participation in walking and riding by improving safety, connectivity and amenity across the network. It identifies priority areas for investment, outlines the policy focus required to support behaviour change, and provides a pathway for delivering a network that is accessible for people of all ages and abilities.

The Strategy has been informed by previous planning work, technical assessments and community insights gathered across Council engagements. It forms a key component of Council's broader transport planning framework and will guide the development of detailed implementation programs, partnerships, opportunities and future funding proposals.



*Redlands Coast has many spectacular locations suited for walking and riding*

Increasing the number of people walking and riding will help reduce congestion, lower emissions and support healthier, more vibrant local centres and communities. Redlands Coast already has strong foundations, and with targeted investment the city can deliver a safe, connected and attractive network for everyday trips, whether travelling to school, shops or work, or exploring the naturally wonderful Redlands Coast for recreation or tourism.

This Strategy outlines the key initiatives required to enable more people to walk and ride more often. These focus areas include:

- Completing a connected active transport network around key destinations and public transport, with a focus on five-kilometre catchments
- Improving access and conditions in areas with limited travel options, lower levels of existing infrastructure or higher needs, including communities with higher rates of disability or surrounding hospitals
- Enhancing safety and comfort through additional crossings, speed management and separation from general traffic on busier corridors
- Encouraging uptake of active transport through improved information, wayfinding, end-of-trip facilities, events, promotions and targeted behavioural programs
- Planning for emerging micro-mobility modes, such as e-bikes and e-scooters, while reducing conflicts with pedestrians and other users
- Upgrading and renewing existing facilities to contemporary standards and to support the city's tourism offering ahead of the Brisbane 2032 Olympic and Paralympic Games
- Increasing and prioritising investment in infrastructure and programs that deliver meaningful growth in walking and riding participation.



*More active travel can help our communities thrive*

# 1.0 Introduction

## 1.1 About the Strategy

The Redlands Coast Active Transport Strategy sets out long-term direction for increasing walking and riding across the Redlands Coast. It supports Council's vision for a more sustainable, liveable and connected city<sup>1</sup> by encouraging active transport as an attractive, convenient and safe choice for everyday trips.

The Strategy builds on the Redlands Coast Transport Strategy<sup>2</sup>, which outlines the city's transition from car-dependency toward a more sustainable transport future over the next 20 years. Together, these strategies aim to shift a greater share of travel to walking, riding and public transport, improving mobility while reducing congestion and environmental impacts.

## 1.2 What is active transport?

Active transport is an efficient, healthy, sustainable and accessible way of getting around, offering benefits for individuals and the broader community. It includes walking and riding in all their forms, whether for daily trips, recreation or exercise (Figure 1).

Walking includes running, jogging and using mobility aids such as walking frames and wheelchairs (including motorised wheelchairs). Riding includes pedal bicycles, foot scooters, skateboards and a growing range of micro-mobility devices (such as e-bikes and e-scooters) but excluding motorcycles.



Figure 1: Active transport modes

## 1.3 Why is this Strategy needed?

It is timely for Council to refresh its approach to active travel. Previous initiatives including the Seven Cs Connection Strategy<sup>3</sup> from 2011 and the Redlands Walking and Pedestrian Strategy<sup>4</sup> from 2004 no longer reflect current population growth, community expectations, or evolving travel behaviours. Despite infrastructure and facilities improvements over the past 20 years, active travel mode share has declined, resulting in more trips made by private vehicles, contributing to rising congestion levels.

<sup>1</sup> Redland City Council. (2026). Our Future Redland City: Corporate Plan 2026–2031.

<sup>2</sup> Redland City Council. (2020). Redlands Coast Transport Strategy.

<sup>3</sup> Redland City Council. (2011). Seven Cs Connection Strategy.

<sup>4</sup> Redland City Council. (2004). Redlands Walking and Cycling Strategy.

ShapingSEQ<sup>5</sup> and the Redland Housing Strategy<sup>6</sup> identify a development pattern that differs from that previously envisaged, with significant population and employment growth anticipated around Cleveland, Capalaba and in southern parts of the Redland City local government area. Without a change in focus, current growth trends could make walking and riding more challenging for residents, workers and also undermine the city's attractiveness to visitors before, during and after the Brisbane 2032 Olympic and Paralympic Games.

The South East Queensland Regional Transport Plan<sup>7</sup>, Queensland Cycling Strategy<sup>8</sup> and Redland City Council's Corporate Plan<sup>1</sup> envisage active transport playing a significant role in reducing car dependency and resultant vehicular congestion on the road network. Ultimately, this could reduce or delay spending on the road network and car parking, and assist in realising health, and environmental benefits, and increase people's travel options.

This Strategy recognises the emerging role of micro-mobility, such as e-bikes and e-scooters, to increase riding, while acknowledging the need to mitigate associated safety concerns.



Figure 2: Shared path in Raby Bay Harbour Park

## 1.4 What this Strategy does

In developing this Strategy, Council reviewed the current network and policies guiding active transport (Figure 3). Council also investigated trends, issues, and opportunities impacting active travel. These inform the Strategy's vision, outcomes for the community, and key initiatives to achieve the vision and outcomes.

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<sup>5</sup> Queensland Government. (2023). *ShapingSEQ: South East Queensland Regional Plan*. State of Queensland (Department of State Development, Infrastructure, Local Government and Planning).

<sup>6</sup> Queensland Government. (2024). *Redland Housing Strategy 2024-2026*. State of Queensland (Department of Housing, Local Government, Planning and Public Works).

<sup>7</sup> Queensland Government. (2021). *South East Queensland Regional Transport Plan*. State of Queensland (Department of Transport).

<sup>8</sup> Queensland Government. (2023). *Queensland Cycling Strategy 2017-2027*. State of Queensland (Department of Transport and Main Roads).

The Strategy provides a framework for more detailed planning, which is delivered through the Redlands Coast Active Transport Network Plan, local active transport network plans and Local Area Transport Plans. The Strategy will also inform other planning work being delivered by Council and others, such as its City Plan, Priority Development Plans and State Government initiatives.

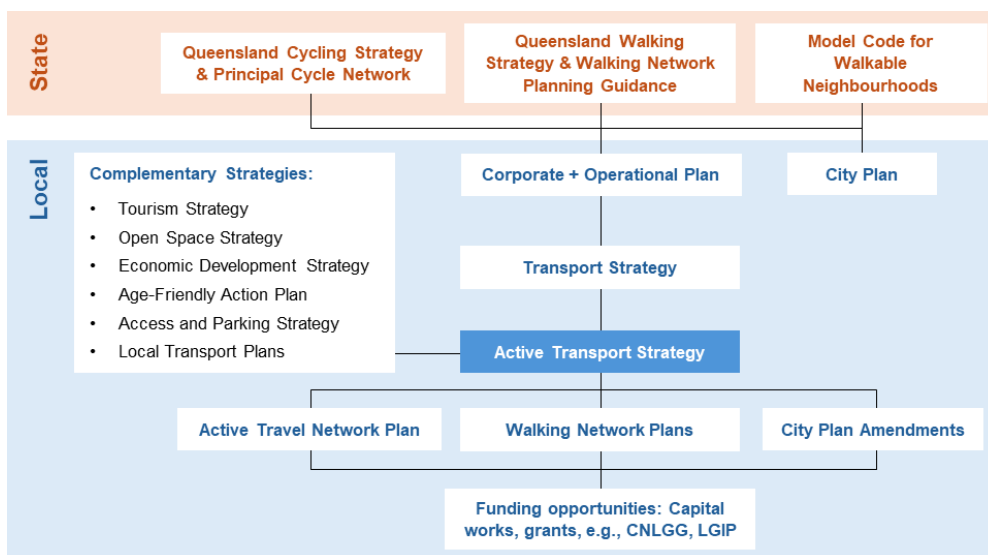


Figure 3: Policy context

### 1.5 Consultation

The Strategy has been shaped through targeted consultations with Council officers, key stakeholders and the broader Redlands Coast community. Engagement activities were designed to gather diverse perspectives, identify local priorities, and ensure the Strategy reflects community needs and expectations.

To support the development of a realistic and achievable approach to active transport, Council undertook public consultation between 30 June and 27 July 2025 on the draft version of the Strategy. The engagement also focused on understanding how people currently walk and ride, the barriers they experience, and opportunities to improve the active transport network across the city.



Figure 4: Community engagement pop-up for the Draft Active Transport Strategy public consultation

Council held a series of structured, multi-disciplinary workshops with representatives from State and local government. These sessions brought together expertise across planning, infrastructure, transport, health, accessibility and environmental management.

The draft Strategy was also presented to the Redlands Coast Active Travel Reference Group to seek insights from community representatives and advocacy organisations.

Community input played a central role in shaping the Strategy. Public consultation on the draft Strategy included:

- A YourSay survey open to all residents
- Social media updates and promotional content
- Pop up engagement events across the city (Figure 4)
- Invitations for written submissions on the draft Strategy.

These activities aimed to hear from a broad cross section of the community, including residents who walk or ride regularly, those who face barriers, and those who would like to walk or ride more often but currently do not.

Feedback from the consultation highlighted strong community interest in safe and connected walking and riding networks, improved crossings, better access to local centres, and the importance of high-quality infrastructure that supports people of all ages and abilities.

## 2.0 Issues & opportunities

### 2.1 Our changing population

Redland City's population is projected to grow from approximately 159,000 in 2021<sup>9</sup> to 211,500 by 2046<sup>5</sup>, with the number of local jobs increasing from approximately 50,200 to 71,900 over the same timeframe (Figure 5). Without a transition to more sustainable travel options (such as walking, riding and public transport), this ~33% increase in residents and ~43% increase in local employment will generate a substantial rise in car trips, placing significant pressure on the road network.

Demographic	2021	2046 projected
Redlands Coast	159,222	211,500
Employment	50,200	71,900

Figure 5: Population change from 2021<sup>9</sup> to 2046<sup>5</sup>

Redlands Coast has a median age seven years higher than Greater Brisbane (43 years old compared to 36 years old). The islands have an even older demographic, with a median age of 61 years on the Southern Moreton Bay Islands and 52 years on North Stradbroke Island (Minjerrabah). Currently, one in five Redlands Coast residents are aged over 65, and this proportion is expected to increase to one in four by 2046. Older residents often have specific mobility needs, and the prevalence of disability rises with age.

Not everyone can drive or have access to a vehicle. Approximately 4.5% of households on Redlands Coast do not own a car. Around 20% of the population is below the legal driving age of 17, and 9% are aged over 75 when the ability to drive is often reduced. These groups have fewer travel choices, but walking, riding and use of personal mobility devices remain important options.

<sup>9</sup> Australian Bureau of Statistics. (2021). Census of Population and Housing. Canberra.

The Redlands Coast Age-Friendly Action Plan<sup>10</sup> identified transport as a key theme for creating an age-friendly city, highlighting the need for safe walking and riding infrastructure to ensure equitable access for vulnerable groups such as young people and seniors.

## 2.2 Decline in active travel mode share

Since 1970, the proportion of children walking or riding to school in Australia has fallen sharply from 75% to just 25% of trips by 2010<sup>11</sup> (Figure 6). This trend is mirrored in Queensland, where the share of students driven to school by car has risen from 29% in 1976 to 66% in 2020<sup>12</sup>.

90% of journey to work trips in Redland City were made by private vehicle, with only 2% being made by active travel modes and 4% by public transport<sup>9</sup>.

Low public transport mode share also limits the number of people who walk and ride, as public transport passengers tend to walk or ride as part of their journey. Redland City has higher proportions of trips taken by private vehicle than the Queensland average.

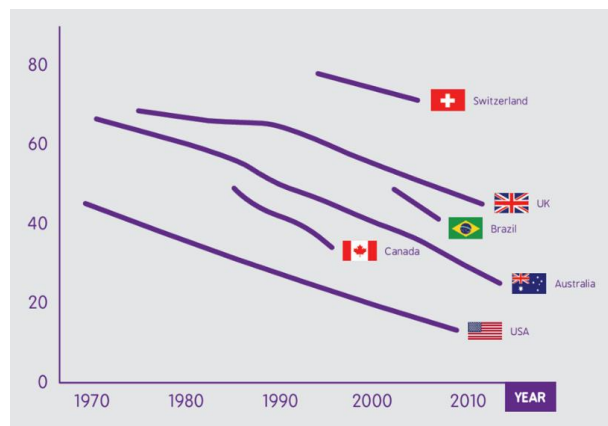


Figure 6: Active travel % mode share to school<sup>11</sup>

## 2.3 Gaps in the active transport network

While most urban areas provide paths and quiet streets suitable for walking and riding, gaps in the network remain in some locations, including:

- Some older suburbs and areas which predate current planning scheme requirements to provide pathways.
- Some major intersections with high volumes of vehicular traffic, such as the Shore Street West / Wellington Street roundabout and several intersections in and around key centres.
- 'Last mile' pathway connections and infrastructure for key destinations, such as public transport stops and stations.

Council is addressing some of these gaps through its ongoing Footpath Gap Program. However, some of these locations fall under State Government responsibility and will require collaboration to deliver improvements.

<sup>10</sup> Redland City Council. (2021). Redlands Coast Age-friendly Action Plan 2021-2026.

<sup>11</sup> Active Healthy Kids Australia. (2015). The Road Less Travelled: 2015 Progress Report Card on Active Transport for Children and Young People. University of South Australia.

<sup>12</sup> Department of Transport and Main Roads. (2023, May 31). Active School Travel - A snapshot. Retrieved from Active School Travel Programs: <https://www.tmr.qld.gov.au/travel-and-transport/pedestrians-and-walking/queensland-walking-strategy/action-plan-for-walking/encouraging-people-to-walk/encouraging-actions-2019-2021/active-school-travel-programs>

## 2.4 Safety

A city designed primarily for motor vehicles poses safety risks for pedestrians and riders. In 2025, Australia recorded 197 pedestrian fatalities and 49 cyclist fatalities<sup>13</sup>. Many of these occur at intersections (including roundabouts) and predominantly within 50-60km/h speed zones<sup>14</sup>. Locally, Redland City recorded 180 crashes involving pedestrians or riders between 2020 and 2024<sup>15</sup>.

Unsafe road conditions are a major barrier to walking and riding, particularly for vulnerable users. Some busy intersections, such as Shore Street West / Wellington Street in Cleveland (Figure 8) and Moreton Bay Road / Redland Bay Road in Capalaba, lack safe crossings and are perceived as too dangerous for active travel. It should be noted that these are both State-controlled intersections. Surveys highlight high traffic speeds, volumes and poor connectivity as key deterrents.

Additional perceived and actual concerns include personal safety, inadequate lighting, narrow or poorly maintained paths, and limited visibility.



Figure 7: Perceived safety risks can impact path usage



Figure 8: Shore Street West / Wellington Street intersection (State-controlled)

<sup>13</sup> Bureau of Infrastructure and Transport Research Economics. (2025). Road Deaths Australia - December 2025. Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts.

<sup>14</sup> Commonwealth of Australia. (2024). *National Road Safety Annual Progress Report 2023*.

<sup>15</sup> Queensland Government. (2025). Crash data from Queensland roads. Retrieved from Open Data Portal: <https://www.data.qld.gov.au/dataset/crash-data-from-queensland-roads>

## 2.5 Awareness and education

Lack of awareness of available facilities and opportunities is often cited as a barrier to walking and riding. Council produces several useful resources, including the popular Redland City Cycling and Walking Guide, which plays a critical role in increasing awareness of these facilities.

Wayfinding signage is also essential in key areas, offering opportunities to improve navigation and help people reach their destinations (Figure 9).

Enhancing the skills of road users is equally important, with many Councils providing training and information, particularly for young people, scooter users and new riders.



Figure 9: Wayfinding signage

The provision of high-quality end-of-trip facilities, such as secure bike parking (Figure 10), lockers and changing rooms, is frequently requested by the community and workers at key destinations and is a vital factor in encouraging a shift to active travel modes.



Figure 10: Redland City Council secure bicycle parking cage

## 2.6 Investment in active transport

Traditional responses to population growth and increasing peak travel demands have focused on building or widening roads to accommodate vehicular traffic, an approach that is costly in terms of construction and land acquisition. Active transport infrastructure is often viewed as an additional expense, yet it can reduce or delay the need for new roads and parking.

Prioritising private vehicle travel also incurs indirect costs, including property resumptions, loss of green space, destruction of natural ecosystems, and health consequences from reduced physical activity. Parking demand correlates with car use and is expensive for Councils and developers, while excessive parking in centres can diminish their vibrancy by reducing space for urban uses.

Conversely, walkable and bike-friendly centres enhance vitality<sup>16</sup>. Research by Urbis<sup>17</sup> shows that a single parking space generates the least retail turnover, around \$950, compared to \$1,700 when the same space is used for bicycle and e-scooter parking or \$1,660 as a dining space.

Council allocates around 13% of its transport budget to active travel, compared to 1% by State and Federal governments. While Council's investment aligns with other South East Queensland Councils, low funding from other levels of government limits the benefits active travel can deliver. Underinvestment is a key reason active travel mode share remains low. In contrast, countries and cities that commit greater funding to active transport achieve significantly higher walking and riding participation.

## 2.7 Household costs

Limited transport choices in many parts of the city impose significant costs of owning and running vehicles on households<sup>18</sup>, with many requiring two or more cars to access jobs, services and facilities within and beyond the city (Figure 11). This burden is particularly impactful for island residents, who face additional expenses for vehicle transport between the islands and mainland, as well as registration and maintenance of multiple vehicles. Active transport offers a low-cost alternative that can reduce reliance on private vehicles and expand travel options for households.

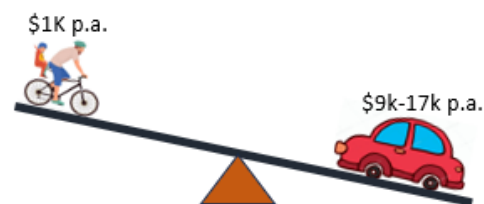


Figure 11: Annual costs of active transport compared with owning and running a private vehicle<sup>18</sup>

Active transport offers a low-cost alternative that can reduce reliance on private vehicles and expand travel options for households.

## 2.8 Opportunities for active travel

Although the mode share for solely walking and riding trips is low, active transport is an integral part of almost every journey. For example, walking from a car parking space to a café, or walking from the train station to work. Improving the active transport network therefore benefits the entire community.

<sup>16</sup> Tolley, R. (2025). Good for business: The health and economic benefits of making town centres and main streets more walkable. Heart Foundation.

<sup>17</sup> Urbis. (2021). Economic benefits of dining parklets, bike parking and car parking. Retrieved from <https://www.linkedin.com/pulse/economic-benefits-dining-parklets-bike-parking-car-alison-lee/>

<sup>18</sup> RACQ. (2025). Private vehicle expenses 2025. Retrieved from <https://www.racq.com.au/car/research/car-running-costs/running-costs-2025#overview>

Furthermore, 50% of trips originating in Redland City are less than five kilometres, and 25% are under two kilometres. Around 60% of school trips are under three kilometres. Active transport is especially well suited for these shorter journeys, highlighting significant potential for increased uptake<sup>19</sup>.

There is also strong opportunity to combine active transport with public transport for longer trips. For instance, the Cleveland rail line and Capalaba Bus Interchange (Figure 12) are currently well-utilised at peak times, with high demand for park 'n' ride and cycle parking facilities. Enhancing infrastructure and amenities around stations could further boost walking and cycling access to public transport hubs.



Figure 12: Capalaba Bus Interchange, Moreton Bay Road

Redlands Coast features many low traffic streets and approximately 565 kilometres of paths serving established communities and natural areas, providing attractive and safe options for walking and riding. This network could be strengthened by better connecting centres and key destinations. Many existing and emerging urban areas are flat or include natural corridors suitable for integration into the active transport network. Enhancing the city's street grid into safe, direct routes may involve simple measures such as wayfinding signage or constructing paths along busier streets. Expanding the network will support recreational and tourism trips while enabling commutes to work and school.

Active transport used as an alternate mode can also assist in reducing environmental and climate impacts derived from motor vehicles.

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<sup>19</sup> Zwart Transport Planning. (2023). Draft Redlands Coast Active Transport Strategy.

## 2.9 Emerging active transport modes

Micro-mobility is a rapidly growing and affordable form of active transport that expands travel choices, particularly in areas with limited public transport and for vulnerable users such as seniors and youth (Figure 13). These devices are ideal for trips under five kilometres or as part of longer multi-modal journeys, such as connecting to trains or buses. They are already replacing many private vehicle trips, with potential for further uptake.

Safety concerns have emerged around risky behaviours by some e-mobility users, especially in pedestrian-heavy areas. There are also issues with obstructive parking, but these are primarily linked to hire schemes, which do not currently operate in Redland City. The State Government has conducted a Parliamentary Inquiry into e-mobility safety and use in Queensland to further explore these issues, with findings and recommendations delivered in 2026.



Figure 13: Micro-mobility is growing

## 2.10 Active transport on the islands

The Redlands Coast islands, including North Stradbroke (Minjerribah), Russell, Macleay, Lamb, Karragarra and Coochiemudlo, offer significant opportunities to increase active transport uptake (Figure 14). The islands are not connected to the mainland by road, and islanders rely on water transport to facilitate this connection.



Figure 14: Gorge Walk, North Stradbroke Island (Minjerribah)

Due to the spatial development of the islands, many intra-island trips are naturally short and could be well-suited to walking and cycling with improved infrastructure and amenities. Topography and climate conditions enhance the viability of micro-mobility options. The scenic and natural attributes of the islands also present opportunities for recreation and tourism based active transport.

## 3.0 The Active Transport Strategy

### 3.1 Our vision

#### Active Transport Strategy vision for Redlands Coast:

More people of all ages and abilities are walking and riding to a range of places across the Redlands Coast because it is safe, connected and enjoyable.

The vision builds on existing goals as outlined in Council's Corporate Plan, such as creating 'strong communities' and 'liveable neighbourhoods', including Council's intention to improve participation in active travel by delivering an integrated and accessible transport network.

The vision aligns with Council's Redlands Coast Transport Strategy, which outlines the prioritisation of pedestrians and riders in the design of the transport network (Figure 15).

The vision addresses the issues and opportunities impacting active transport, outlined in Chapter 2.

The Strategy and vision also align with the State Government's Movement and Place Methodology, which emphasises the interaction between transport networks and the places they serve. The approach seeks to balance the transport system's role in moving people and goods with the function of corridors, nodes and precincts as vibrant places to live, shop, work, conduct business and socialise<sup>20</sup>. It prioritises vulnerable users, such as pedestrians and riders, around key destinations including centres, stations and schools. The methodology also promotes safe and accessible infrastructure along major movement corridors, such as segregated paths and safe frequent crossings of major roads.

Figure 16 defines the outcomes that support the Vision.

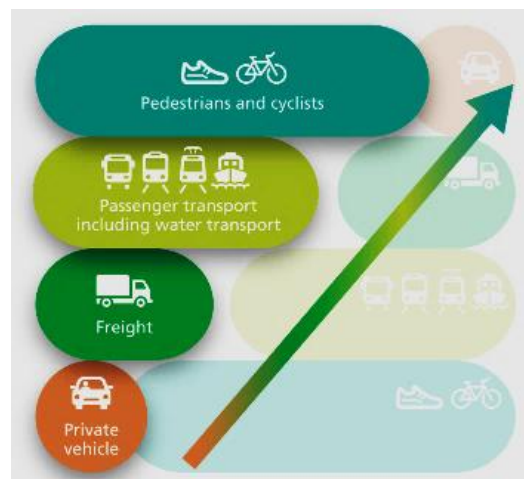


Figure 15: Network design principles in Redlands Coast Transport Strategy

<sup>20</sup> Queensland Government. (2025). Movement and place. Retrieved from Department of Transport and Main Roads: <https://www.tmr.qld.gov.au/community-and-environment/planning-for-the-future/movement-and-place>

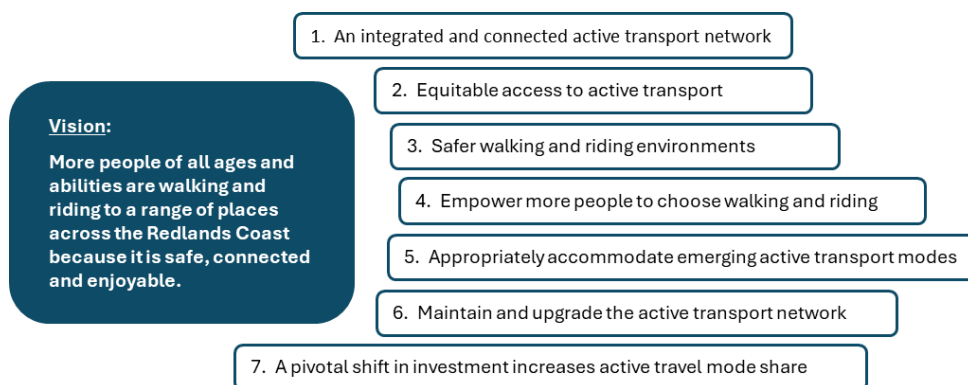


Figure 16: Vision and supporting outcomes

## 4.0 Strategy outcomes

This chapter describes the outcomes and the initiatives that support their achievement.

### 4.1 An integrated and connected active transport network

The core of this Strategy is to develop a connected network that encourages a proportion of the 50% of trips under five kilometres and the 25% of trips under two kilometres to shift to walking and riding. These short trips commonly involve travel to key destinations such as schools, town centres, shops, public transport, ferry terminals, community and recreation facilities, and parklands. As such, Council will focus on improving and completing the five-kilometre walking and cycling catchments around these key destinations to encourage more walking and riding trips (Figure 17).

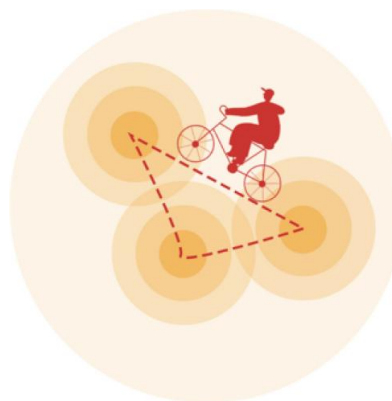


Figure 17: Council will focus on completing active transport networks around major destinations

By improving active transport connectivity to public transport interchanges, stations, and stops, Council will make it easier to walk or ride as part of longer multi-modal trips via bus, rail, or ferry.

The Queensland Government’s Principal Cycle Network forms the backbone of longer inter-urban connectors to key destinations within and beyond the city. These links are progressively delivered as part of individual projects, road / infrastructure projects, or other developments.

The Redlands Coast Active Transport Network Plan presents a prioritised plan for delivering the network. Other more detailed investigations (such local Active Transport Network Plans) will be prepared for areas or destinations with high demand, limited transport options, or a lack of essential facilities.

Council’s Missing Gaps Program will continue to assist in filling gaps identified in the Active Transport Network Plan.

Council will require developers to identify, protect and construct well-connected internal networks within their sites, ensuring these integrate seamlessly with the citywide active transport network.

Community input and feedback will be important in developing an integrated and connected network, which Council will facilitate through implementation processes including the Active Transport Network Plan and local Active Transport Network Plans.

#### 4.2 Equitable access to active transport

The active transport network will play a central role in ensuring the city's destinations and neighbourhoods are accessible for all. This is especially important given the substantial current and projected proportion of the population who are seniors, children, and people with a disability (Figure 18). Enhancing accessibility will not only improve equity for these groups but benefit everyone, as every journey includes an active travel component.



Figure 18: Catering to the needs of people with limited mobility

Council will aim to progressively enhance key areas and destinations in line with disability legislation and ensure that places are designed to be comfortable, shaded, and safe, particularly for vulnerable users (Figure 19).



Figure 19: Wide shaded paths with seating and lighting

While accessibility improvements will be considered across the city, initial review has highlighted several key focus areas. Cleveland, Victoria Point, and the Redlands Coast Islands have an older demographic profile compared with other parts of the city, while also accommodating schools and other attractors that draw people from a wider catchment.

Other areas will also require high priority attention for accessibility where transport choices are limited or where communities experience socio-economic disadvantage.

#### 4.3 Safer walking and riding environments

Pedestrians and riders are among the most vulnerable users of the transport network, particularly when sharing space with larger vehicles such as cars, trucks, buses, and trains. Creating environments where people feel safe and confident when walking and riding is essential to increasing uptake of these modes.

Establishing a safe and supportive environment for walking and riding requires prioritising these modes when delivering all projects and programs. This includes maintaining and replacing existing assets, constructing new roads and streetscape works, improving or installing street lighting, and planning new suburbs, parks and other community facilities.

Initiatives to improve safety include providing crossings that prioritise safe pedestrian and rider access. This may involve installing raised crossings, upgrading roundabouts and intersections to incorporate crossings, signalling intersections, establishing crossings on slip lanes, or filling gaps on major intersection legs where crossings are missing. Key locations currently warranting crossing improvements include Cleveland, Capalaba and Victoria Point centres, as well as roads near schools.

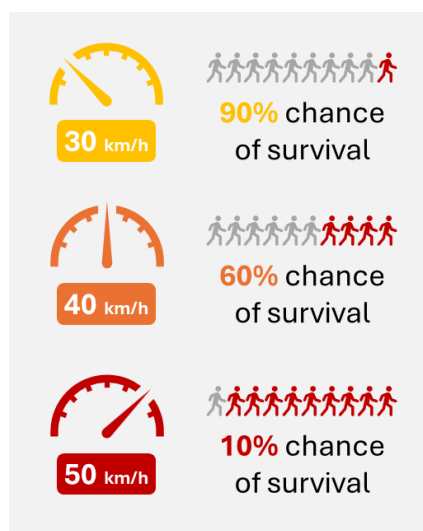


Figure 20: Chances of survival for a pedestrian being hit by a car<sup>21</sup>

Speed reduction and management may be appropriate in some settings where there is walking and riding activity on roads with high volumes of traffic, such as along Shore Street West in Cleveland and Redland Bay Road (north of Moreton Bay Road) in Capalaba. Studies show that the chances of survival for a pedestrian being hit by a car reduces drastically from a vehicle speed of 30km/h to 50km/h (Figure 20)<sup>21</sup>.



Figure 21: Separation of walking, riding and driving in Sydney

Some settings may warrant for pedestrians and riders to be segregated from each other and other vehicles, particularly where there is considerable traffic for each different mode (Figure 21). Separation would limit conflicts between different modes, each which travel at various different speeds. An example of separated pedestrian, riding, and driving facilities can be found along the recently upgraded sections of Cleveland-Redland Bay Road.

Improving lighting and natural surveillance along key walking and riding links can also enhance user safety.

<sup>21</sup> Queensland Government. (2022). Get the facts. Retrieved from StreetSmarts: <https://streetsmarts.initiatives.qld.gov.au/pedestrians/get-the-facts/>

The rapid rise in e-mobility, such as e-bikes and e-scooters, also introduce potential safety concerns. This is discussed further in Chapter 4.5.

#### 4.4 Empower more people to choose walking and riding

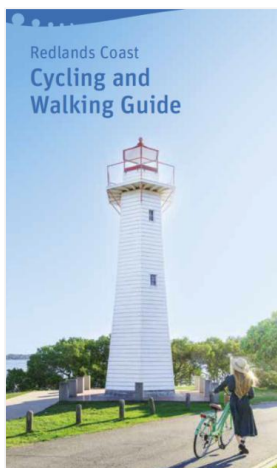


Figure 22: Redland Coast Cycling and Walking Guide

Council aims to encourage more people to choose walking and riding more often by ensuring these modes meet their travel needs and by fostering an appreciation of their benefits. Improving community awareness of these benefits and increasing understanding of the options available is essential to shifting attitudes, behaviours, and travel habits that currently rely heavily on motor vehicle use.

Providing readily accessible, easy-to-use, and up-to-date information, and actively promoting it, is a simple yet effective way to encourage more walking and riding on the Redlands Coast. This may include online or physical mapping such as the recently updated Redland City Cycling and Walking Guide (Figure 22). Information published on open-source platforms such as OpenStreetMap and integrated into mobile apps can also help increase awareness of the City’s extensive active transport routes.

Wayfinding signage and information will be expanded, particularly around town centres, public transport hubs and major tourist attractions (Figure 23).

Over time, this will be strengthened by highlighting and signposting named routes that are safe and accessible, especially for the children, seniors and less confident users of the network. Key stakeholders, including local residents, students and First Nations people will be consulted to identify appropriate place names and settings.

Combining promotional info with community-based programs, such as Walking School Buses or assisted rides to work, can help address safety concerns and build user confidence in navigating the network.

Council’s previous Ride Redlands Coast education campaign targeted school students in Thornlands and focused on raising awareness about safe riding practices, particularly when interacting with cars on roads. Workplaces can also support behaviour change by offering assisted rides and providing incentives for staff to walk and ride to work, such as salary packaging options or access to bike pools.



Figure 23: Wayfinding signage on Moreton Bay Cycleway, Victoria Point

Undertaking pilot projects to trial new approaches is also an effective and low-cost tool available to Council (Figure 24). These pilots can be used to test the viability of initiatives such as road closures, speed reductions or rideable share schemes before committing significant capital investment.



Figure 24: CityLink Cycleway, Elizabeth St, Brisbane

Redlands Coast offers spectacular beaches, coastline and unique natural areas that are accessible via quiet roads, trails and paths. These are ideal settings for businesses and community organisations to provide guided tours, hire schemes and events, such as during Ride2Work Day and Walk Month. The 140-kilometre Moreton Bay Cycleway is one key opportunity to showcase the city’s attractions and engage businesses and community groups in promoting and capitalising on it.

Council will pilot education and incentive programs to its 1,100 staff that can be rolled out to other organisations and employers, including the Workplace Travel Plan. Council will also work with schools and other organisations to improve road sense and improve attitudes and behaviours to riders and pedestrians. Safe School Travel programs, a State government initiative, can be included in the mix of initiatives to encourage greater active transport participation for students.

Council will consider requirements for end-of-trip facilities in relevant developments for staff, residents and customers via provisions in the Redland City Plan. Council will also advocate for the State government to provide facilities at their destinations, such as Queensland Rail stations.

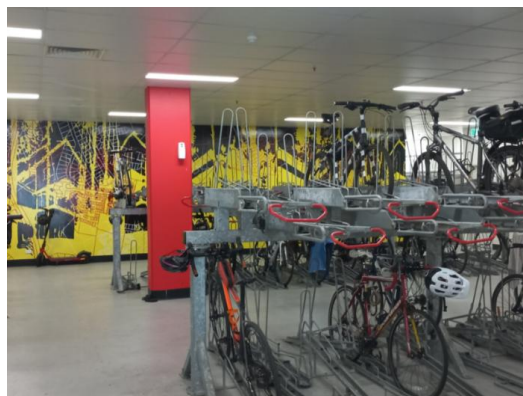


Figure 25: End of Trip facilities for walkers and riders, Brisbane City

Through private development, there may also be potential for “Cycle Centres” to be created at major destinations that are accessible to all (Figure 25). A similar centre has been operating in Brisbane City for many years and provides an effective end-of-trip facility for riders and walkers, combining secure racks and lockers, as well as showers and changing facilities.

#### 4.5 Appropriately accommodate emerging active transport modes

Uptake of micro-mobility modes will have to be balanced with safety concerns around risky behaviours by some e-scooter and e-bike riders, especially in pedestrian-heavy areas. There are also issues with obstructive parking, but these are primarily linked to hire schemes, which do not currently operate in Redland City.

Council will aim to appropriately accommodate micro-mobility modes while managing safety issues. The State Development, Infrastructure and Works Committee has conducted an inquiry into e-mobility safety and use in Queensland to further explore these issues and issued a report to Queensland Parliament as of March 2026. The report includes a total of 28 recommendations to address e-mobility related risks. At the time of this Strategy, the State Government has accepted, or accepted in-principle, all recommendations by the inquiry and are proceeding with implementing the recommendations.



Figure 26: Micro-mobility needs to be supported but managed appropriately

In the future, Council may formulate a policy that investigates the role that micro-mobility can play in the city. It will identify challenges and mitigation treatments to manage speed, parking and conflicts with other modes. The policy will also investigate opportunities for supporting micromobility, such as running e-mobility hire trials in selected locations and the provision of e-mobility parking in centres for the general user.

#### 4.6 Maintain and upgrade the active transport network

Maintaining the active transport network is important so that pedestrians and riders can safely and comfortably reach their destinations. While the network is maintained, infrastructure will be progressively upgraded for increased resilience against adverse weather and erosion. In addition, key infrastructure will also be progressively upgraded to meet latest standards, such as for slip resistance, path widths and barriers (Figure 27).



Figure 27: Two-way cycle track on Annerley Road, Brisbane

High quality recreational paths will be extended and upgraded to support tourism and boost recreational and commuting opportunities consistent with *Naturally Wonderful* Redlands Coast branding and Council's Redlands Coast Destination Management Plan 2023-2028. This will include upgrading the Moreton Bay Cycleway and progressively key active transport corridors such as Thorneside to Ormiston and Capalaba to Cleveland. Council will also work with others to investigate the feasibility of an East Coast Road trail on North Stradbroke Island (Minjerribah).



Figure 28: Orana Esplanade Foreshore Park shared path, Victoria Point

#### 4.7 A pivotal shift in investment increases active travel mode share

Council’s Corporate Plan aims to improve participation in active travel by delivery of an integrated and accessible active transport network. Achieving this objective requires increased and targeted investment in active transport infrastructure, complemented by behaviour change initiatives and awareness raising programs.

This Strategy seeks increased investment in active transport by all levels of government to support the anticipated growth in active travel mode share and to enable delivery of broader Strategy outcomes. Best practice guidance indicates that governments should allocate at least 20% of total transport expenditure to active travel to achieve these outcomes<sup>22</sup>. This investment includes capital funding for new and upgraded infrastructure (Figure 29), as well as ongoing maintenance and operational costs, but excludes expenditure associated with repairing or replacing infrastructure impacted by natural disasters.



Figure 29: Wellington Street / Panorama Drive upgrades by Council delivered upgrades paths, cycle lanes and crossings

<sup>22</sup> Climate Council (2023). Shifting Gear: The Path to Cleaner Transport.

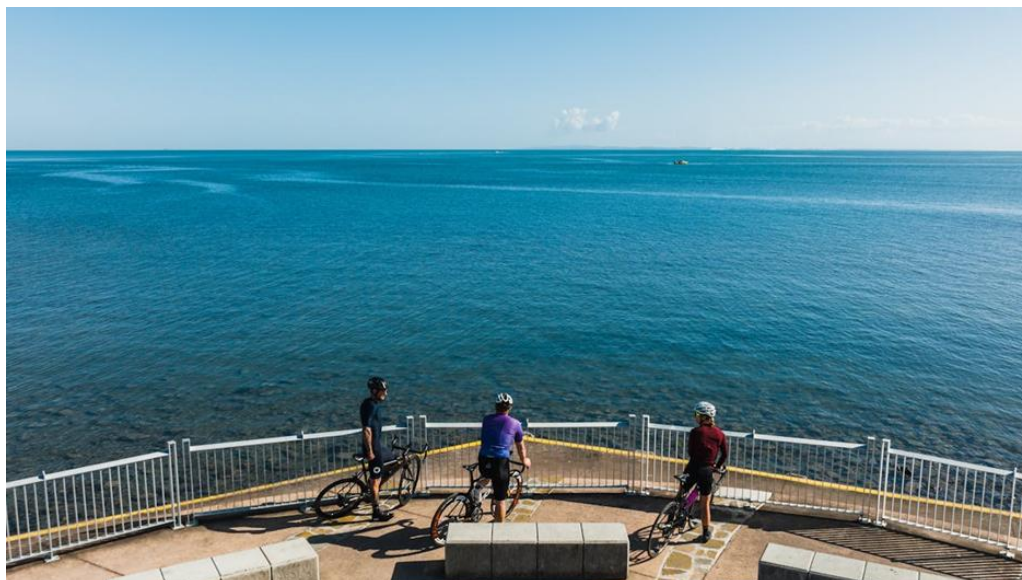
Council will advocate for significantly increased investment in active transport by other levels of government. This advocacy will focus on improving accessibility and safety of pedestrians and riders on the city's extensive network of State-controlled roads and public transport infrastructure. These efforts will be complemented by Council proactively seeking grant funding from other levels of government to fully or partially support investment in active transport facilities.

Some facilities will be delivered via developer contributions for trunk infrastructure under the Local Government Infrastructure Program. Local networks will also be integrated into development sites and conditioned in development approvals.

Active transport investment will focus on delivering a safe and connected network of active transport pathways particularly within five kilometres of key destinations, providing end-of-trip facilities at key destinations where appropriate, supporting behaviour-change initiatives that encourage walking and riding, and continuing investment in iconic tourist and regional recreational routes.

The Strategy is deliverable through a sustained and incremental increase of funding over 20 years in response to population growth. This can be augmented through tapping into other funding channels, such as State and Federal Government grants.

This investment is expected to result in more people choosing to walk and ride more often, and fewer people driving motor vehicles on the road network. As such, investment in active transport may offset other transport expenditure by delaying or negating the need for road network upgrades.



*Figure 30: Investment is needed to get more people walking and riding*

## 5.0 Implementation

### 5.1 Approach

This Active Transport Strategy identifies transport initiatives to get more people of all ages and abilities walking and riding to a range of places across the Redlands Coast because it is safe, connected and enjoyable.

Council has consulted with the community on the draft version of this Strategy and will continue to liaise with and survey local businesses, riders, walkers and community groups to identify local issues and opportunities that impact active travel. The Redlands Coast Active Travel Reference Group will also be consulted to identify and provide advice on potential initiatives, as well as on the delivery of this Strategy and the Active Transport Network Plan.

Council will continue working with other government agencies and the development industry to ensure that active travel considerations are addressed in the planning and delivery of State-controlled roads, public transport and development sites across Redland City.

### 5.2 Targets and tracking progress

Approximately 9% of all trips on the Redlands Coast are currently made by active transport. This Strategy seeks to double the active transport mode to 18% by 2046, representing an ambitious but achievable headline target.

Progress will be monitored not only through changes in mode share, but also by tracking a suite of key performance indicators aligned with the Strategy, as detailed in the Appendix.

Council will also periodically review and update this Strategy and related plans to ensure they remain responsive to community needs, emerging trends, and best practice, to support effective and ongoing implementation. Reviews should occur at least every five years.

### 5.3 Priority initiatives

While the Strategy outlines initiatives that will be delivered over the next 20 years, the following priority initiatives will be Council's focus over the next five years:

- Deliver active travel network plans for high needs locations, including accessibility and safety audits
- Address critical network gaps within five kilometres of major destinations and to public transport stations and stops
- Develop and implement a travel behaviour change program, including improved awareness campaigns and support for community events
- Increase advocacy to State and Federal governments to secure better passenger transport, stronger investment in active travel, and expanded grant funding
- Embed best-practice standards in the City Plan to support higher levels of walking and riding and the delivery of "future-proofed" communities
- Deliver key named recreational and tourism routes that support economic development and eco-tourism and enhance wayfinding.

## Appendix: Measuring performance

Key Performance Indicator	Measure	Data Source	Base Line
Pedestrian and cycle network growth	Annual kilometres of pedestrian and cycle network constructed.	Redlands City Council GIS and asset management data / Corporate Plan target	565km of off-road walking and cycling paths in the local government area
Safety of network for pedestrians and riders	Crash numbers for each active transport mode	TMR Crash Database	180 crashes involving pedestrians & riders between 2020 and 2024
Walking and cycling participation growth	Percentage of people walking and riding for all trips and short trips (mode share)	TMR Household Travel survey, ABS Method of Travel to Work	Mode share: 9% (all trips) 2% (work trips)
Community satisfaction with active transport network	Percentage (%) of residents satisfied with the safety, convenience and comfortableness of the active transport network	RCC Community Satisfaction Survey 'Performance'	In 2024, 49% of the surveyed participants considered the footpaths to be 'good' or 'very good', with 28% 'neutral', and 23% responding 'poor' or 'extremely poor'.
Increase in investment in active transport	Annual expenditure on walking and cycling infrastructure, supporting infrastructure and maintenance	Redland City Council annual budget (Capital Investment Program)	\$4,680,000 allocated in the 2024-25 Budget for active transport (footpaths, bikeways, boardwalks, bus stops/shelters)



### Contact details

For more information about the Redlands Coast Active Transport Strategy, please contact Redland City Council on +61 7 3829 8999 or [rcc@redland.qld.gov.au](mailto:rcc@redland.qld.gov.au).

#### Disclaimer

The information contained in this document, or its attachments, is to the best of our knowledge accurate at the time of authorising the printing of the publication (April 2026). Any representation, statement, opinion or advice expressed or implied in this publication is made in good faith for general information purposes and on the basis that Redland City Council, its agents and employees are to the extent permissible by law, not liable (whether by reason of negligence, lack of care or otherwise) to any person for any damage or loss whatsoever which has occurred or may occur in relation to that person taking or not taking (as the case may be) action in respect of any representations, statement or advice referred to above.

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**14.2 AMENDMENT TO ADOPTED INFRASTRUCTURE CHARGES RESOLUTION (NO.3.3) 2025****Objective Reference:** A12987084**Authorising Officer:** Brooke Denholder, General Manager Community & Customer Services**Responsible Officer:** David Jeanes, Group Manager City Planning & Assessment**Report Author:** Amelia Taylor, Acting Principal Adviser**Attachments:** 1. [Infrastructure Charges Resolution \(No. 3.4\) 2026](#) [↓](#)**PURPOSE**

To present the outcomes of Council's review of discounted infrastructure charges for accommodation (long-term) (semi-dependent and dependent aged persons and special needs housing) in Schedule 4 of the Adopted Infrastructure Charges Resolution (AICR) (No. 3.3) 2025, and to seek Council's decision on whether to amend the resolution to remove the discount.

**BACKGROUND**

At the general meeting held on 10 December 2025 Council resolved:

*'To review the applied adopted charges for accommodation (long term) (semi-dependent and dependent aged persons and special needs housing) in Schedule 4 of the Adopted Infrastructure Charges Resolution (No 3.3) of 2025, with a workshop to be held with Council on the outcomes of the review by the end of March 2026.'*

A workshop was held on 3 March 2026 presenting the outcomes of the review.

**ISSUES****History**

The infrastructure charge rates for accommodation (long-term) (aged persons and special needs housing) was originally discounted in the *Redlands Planning Scheme* (RPS) and have been in place prior to the introduction of capped infrastructure charges by the State Government.

Given that levied infrastructure charges were intended to be for the extra demand placed on Council's trunk infrastructure networks, it is considered that the infrastructure demand for these uses were likely to be the reason for the different rate and categories adopted at that time and subsequently carried forward. Planning Scheme Policy 3 of the RPS identified lower water and sewer consumption and conversion rates for the uses.

Other considerations for the discounted infrastructure charges rates may have been based on current infrastructure funding challenges at the time and other social issues such as community need.

**Adopted Charges**

The discounted infrastructure charge rates are approximately 52% for semi-dependant use and 58% for dependant use of the standard rate. **Table 1** below details a comparison between the applied discounted infrastructure charge and the standard infrastructure charge.

**Table 1: Infrastructure Charge Rate Comparison**

	<i>Standard (non-discounted) rate (Independent)</i>	<i>Discounted rate (Semi-dependent)</i>	<i>Discount Percent (%)</i>	<i>Discounted rate (Dependent)</i>	<i>Discount Percent (%)</i>
Retirement Facility - 1 or 2 bedroom suite	\$26,193.40 per suite	\$12,525.00 per suite	52%	\$10,918.00 per suite	58%
Retirement Facility - 3 or more bedroom suite	\$36,670.70 per suite	\$17,536.00 per suite	52%	\$15,285.00 per suite	58%
Retirement Facility - non suite bedroom	\$26,193.40 per bedroom	\$12,525.00 per bedroom	52%	\$10,918.00 per bedroom	58%
Community Residence - 1 or 2 bedroom suite	\$26,193.40 per suite	\$12,525.00 per suite	52%	-	-
Community Residence - 3 or more bedroom suite	\$36,670.70 per suite	\$17,536.00 per suite	52%	-	-
Community Residence - non suite bedroom	\$26,193.40 per bedroom	\$12,525.00 per bedroom	52%	-	-

### Review 2024 - 2025

A desktop analysis of the past two years has been undertaken by the Infrastructure Planning and Charging unit (IPCU) to review the infrastructure charges levied and/or paid for accommodation (long-term) (semi-dependent and dependent aged persons and special needs housing). Key findings include:

- Between 2024–2025, a total of six development applications were lodged and approved by Council with infrastructure charges levied for accommodation (long-term) use with an applied discounted rate.
- Two applications have resulted in a nil charge, as the credit outweighed the total infrastructure charge amount.
- No application has met payment trigger as the approvals have not been implemented (no invoices issued for approvals in this period).
- The total discount applied between 2024-2025 for levied charges is \$246,535.30 for accommodation (long-term) (semi-dependent and dependent aged persons and special needs housing).

### Benchmark to other Council's

A desktop review of infrastructure charge rates for accommodation (long-term) (semi-dependent and dependent aged persons and special needs housing) applied by other Local Government Areas in South East Queensland has been undertaken. The key findings include:

- Noosa Shire Council currently applies discounted or lower infrastructure charge rates for accommodation (long-term) (retirement and aged care or special needs housing).
- Brisbane City Council previously applied a reduction in infrastructure charge rates for accommodation (long-term) (retirement and aged care) between 2016 and 2020.
- No other South East Queensland Councils discount charges for these uses.

## Conclusion

These discounts are long standing and pre-date the commencement of the State Government's capped charges regime. This has impacted Council's ability to recover charges to fund trunk infrastructure. It is also noted the Noosa Shire Council is the only other Council in South East Queensland to apply discounts for these types of development. It is considered reasonable that the discount should be removed.

## STRATEGIC IMPLICATIONS

### Legislative Requirements

Council is required to have an AICR to levy infrastructure charges on development. The resolution must comply with the *Planning Act 2016* (PAct) and supporting instruments.

### Risk Management

The proposed amended AICR responds to Council's capacity to recover charges to fund infrastructure costs associated with growth in the city.

### Financial

The officer's recommendation removes the risk of Council under-recovering infrastructure charges from development to the maximum extent possible under State Government regulation.

### People

There are no human resource implications associated with this report.

### Environmental

There are no environmental implications associated with this report.

### Social

There are no social implications associated with this report.

### Human Rights

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

### Alignment with Council's Policy and Plans

The review of discounted infrastructure charges is aligned with Council's policies and plans. The recommendation in this report will not require amendment to City Plan.

## CONSULTATION

Consulted	Consultation Date	Comments/Actions
Councillor Workshop	3 March 2026	Officers presented the review into the discount applied to accommodation (long-term) (semi-dependent and dependent aged persons and special needs housing) in Schedule 4 of the AICR.

**OPTIONS****Option One**

That Council resolves as follows:

1. To endorse the amended Redland City Council Adopted Infrastructure Charges Resolution (No 3.4) of 2026 in Attachment 1, for the removal of the discount for infrastructure charges for accommodation (long-term) (semi-dependent and dependent aged persons and special needs housing) in Schedule 4.
2. That the resolution will take effect on 15 April 2026.

**Option Two**

That Council resolves as follows:

1. To endorse the amended Redland City Council Adopted Infrastructure Charges Resolution (No 3.4) of 2026 in Attachment 1, with different or additional changes.
2. That the resolution will take effect on 15 April 2026.

**Option Three**

That Council resolves to not endorse the amended Redland City Council Adopted Infrastructure Charges Resolution (No 3.4) of 2026 in Attachment 1, for the removal of the discount for infrastructure charges for accommodation (long-term) (semi-dependent and dependent aged persons and special needs housing) in Schedule 4.

**OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2026/73**

**Moved by:** Cr Rowanne McKenzie

**Seconded by:** Cr Jason Colley

That Council resolves as follows:

1. **To endorse the amended Redland City Council Adopted Infrastructure Charges Resolution (No 3.4) of 2026 in Attachment 1, for the removal of the discount for infrastructure charges for accommodation (long-term) (semi-dependent and dependent aged persons and special needs housing) in Schedule 4.**
2. **That the resolution will take effect on 15 April 2026.**

**CARRIED 11/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.

**Redland City Council**

**Adopted Infrastructure Charges Resolution (No. 3.4)  
2026**

Redland Adopted Infrastructure Charges Resolution (No. 3.4) 2026

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**Redland City Council****Adopted Infrastructure Charges Resolution (No. 3.4) 2026**

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## Redland City Council

### Adopted Infrastructure Charges Resolution (No. 3.4) 2026

#### Part 1 Introduction

##### 1. Short title

This resolution may be cited as Redland City Council Adopted Infrastructure Charges Resolution (No. 3.4) 2026 (*the resolution*).

##### 2. Commencement

This resolution has effect on and from 15 April 2026.<sup>1</sup>

##### 3. *Planning Act 2016*

(1) This resolution is a charges resolution made under the *Planning Act 2016 (Planning Act)* by Redland City Council as the following:

- (a) the local government, for the local government trunk infrastructure networks;
- (b) the SEQ service provider, for the SEQ service provider trunk infrastructure networks.

*Editor's note—See Section 113 of the Planning Act.*

(2) This resolution is to be read in conjunction with the following:

- (a) the *Planning Regulation 2017 (Planning Regulation)*;
- (b) the *IPA* planning scheme and the *SPA* planning scheme.

(3) This resolution is attached to but does not form part of the *IPA* or *SPA* planning scheme.

*Editor's note—See Section 118(1) of the Planning Act.*

##### 4. Purpose

The purpose of this resolution is to state the following:

- (1) the adopted charges for providing the local government trunk infrastructure networks and SEQ service provider trunk infrastructure networks for development;
  - (a) the charges to be levied by Redland City Council for development for the demand placed on Redland City Council trunk infrastructure networks and SEQ service provider trunk infrastructure networks;

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<sup>1</sup> The making of this resolution by the local government was first uploaded to the Council's website on 15 April 2026.

- (b) matters relevant to the working out of an offset and refund for a trunk infrastructure contribution for Redland City Council trunk infrastructure networks and SEQ service provider trunk infrastructure networks for development;
- (c) how the payment of extra trunk infrastructure costs for development is to be worked out and required.

## 5. Interpretation

- (1) The dictionary in Schedule 1 defines words used in this resolution.
- (2) A word not defined in this resolution which is defined in the *Planning Act* has the meaning given in the *Planning Act*.
- (3) A word not defined in this resolution or the *Planning Act* has the meaning given to it by the edition of the Macquarie Dictionary that is current at the date this resolution takes effect, subject to Section 14A of the *Acts Interpretation Act 1954* and Section 14 of the *Statutory Instruments Act 1992*.

*Editor's note—Section 14A(1) of the Acts Interpretation Act 1954, which provides that in the interpretation of a provision of an Act the interpretation that will best achieve the purpose of the Act is to be preferred to any other interpretation, applies to a statutory instrument under Section 14 of the Statutory Instruments Act 1992.*

- (4) The extrinsic material for the *local government infrastructure planning instrument* (LGIP) is to be used as an aid in the interpretation of this resolution where it assists in resolving any ambiguity in the operative provisions (in particular in the interpretation of Parts 4 and 5).

## Part 2 Adopted charges

### 6. Purpose of Part 2

Part 2 states the following:

- (1) the adopted infrastructure charges for providing trunk infrastructure networks for development (**adopted charge**);
- (2) the **trunk infrastructure networks**, which are the following:
  - (a) the trunk infrastructure for the transport, public parks and land for community facilities and stormwater infrastructure network (**local government trunk infrastructure networks**);
  - (b) the trunk infrastructure for the SEQ service provider's water service and wastewater service (**SEQ service provider's trunk infrastructure networks**);
- (3) the date the adopted charges take effect (**applicable date**);
- (4) the part of the local government area to which the adopted charges apply (**applicable area**);
- (5) the uses to which the adopted charges apply (**applicable use**).

### 7. Adopted charges

The adopted charges are stated in Schedule 2 and Schedule 4 for the following:

- (1) for the local government, for providing the local government trunk infrastructure networks;
- (2) for the SEQ service provider, for providing the SEQ service provider trunk infrastructure networks.

*Editor's note—See Section 113(1) of the Planning Act.*

### 8. Trunk infrastructure networks for the adopted charges

The trunk infrastructure networks are specified in an **infrastructure planning instrument** which comprises the following:

- (1) the **local government infrastructure planning instrument**—the (LGIP);
- (2) the SEQ service provider infrastructure planning instrument—the following:
  - (a) the SEQ service provider's water netserv plan under the SEQ Water Act;
  - (b) Redland City Council's LGIP, if subsection (a) is not applicable.

*Editor's note—Section 14B(1) of the Acts Interpretation Act 1954, which provides that the interpretation of a provision of an Act, consideration may be given to extrinsic material capable of assisting in the interpretation, applies to a statutory instrument under Section 14 of the Statutory Instruments Act 1992.*

**9. Applicable date for the adopted charges**

- (1) The applicable date for the adopted charges is the day this resolution has effect.

*Editor's note—See Section 113(4) of the Planning Act.*

- (2) For the avoidance of doubt the adopted infrastructure charges for providing trunk infrastructure networks in effect immediately before the making of this resolution remain in effect immediately before the applicable date.

**10. Applicable area for the adopted charges**

- (1) The applicable area for the adopted charges is all of the local government area.

*Editor's note— See Section 114(2) of the Planning Act.*

**11. Applicable uses for the adopted charges**

- (1) The applicable uses under the *IPA* planning scheme and the *SPA* planning scheme to which the adopted charges apply are stated in Schedule 3.

- (2) Redland City Council is to include a use under the *IPA* planning scheme and the *SPA* planning scheme which is included in the 'Other uses' charge category in Schedule 3, column 1 in a charge category permitted under the *Planning Regulation*, Schedule 16, based on an assessment of the use and the demand placed upon the trunk infrastructure networks.

- (3) Redland City Council has indicatively included the uses under the *IPA* planning scheme and *SPA* planning scheme in Schedule 3, column 3 and column 4 which are identified as an 'Other use' in Schedule 3, column 2 in the charge category permitted under the *Planning Regulation*, Schedule 16, stated in Schedule 3, column 1, subject to an assessment of the use and the demand placed upon the trunk infrastructure networks.

*Editor's note—See Schedule 16 of the Planning Regulation.*

## Part 3 Levied charges

### 12. Purpose of Part 3

Part 3 states the following:

- (1) the applicable development for which adopted charges may be levied by Redland City Council for development for the demand placed upon the respective trunk infrastructure network by the development (**levied charge**);
- (2) the method to be applied by Redland City Council for working out the levied charge including the following:
  - (a) the adopted charge to be applied (**applied adopted charge**);
  - (b) the extra demand placed upon the respective trunk infrastructure network which will be generated by the development (**extra demand**);
  - (c) the discount to be applied for a financial contribution (**prescribed financial contribution**):
    - (i) provided for in relation to a trunk infrastructure network under a planning scheme policy of Redland City Council;
    - (ii) required by a condition of a previous development approval given by Redland City Council before 1 July 2011 and which has not lapsed;
    - (iii) which has been paid to Redland City Council or otherwise satisfied under an infrastructure agreement between the applicant for the previous development approval and Redland City Council for the provision of land, work or money for a trunk infrastructure network;
    - (iv) which has not been reimbursed or otherwise previously applied against another financial contribution; and
    - (v) where the demand placed upon the trunk infrastructure network for which the financial contribution was paid has not been taken up by an existing lawful use or previous lawful use for which the financial contribution was paid;
- (3) the method to be applied by Redland City Council for working out the increase in the levied charge from the day the levied charge is levied to the day the levied charge is paid (**automatic increase**).

### 13. Applicable development for the levied charge

- (1) A levied charge may be levied for the following development:
  - (a) reconfiguring a lot;
  - (b) material change of use of premises;
  - (c) carrying out of building work.

*Editor's note—See Section 119 of the Planning Act and Section 52(3)(a) of the Planning Regulation.*

- (2) A levied charge is not to be levied for the following:
- (a) development in the following:
    - (i) a priority development area under the *Economic Development Act 2012*;
    - (ii) core port land under the *Transport Infrastructure Act 1994*;
    - (iii) an airport site under the *Airports Act 1996*;
  - (b) work or use of premises authorised under the *Mineral Resources Act 1989*, the *Petroleum Act 1923*, the *Petroleum and Gas (Production and Safety) Act 2004* or the *Greenhouse Gas Storage Act 2009*;
  - (c) development by a department, or part of a department, under a designation;
  - (d) development for a non-State school under a designation.

*Editor's note—See Section 113(3) of the Planning Act.*

*Editor's note—For Section 13(2)(d), 'non-State school' is defined in Section 6 of the Education (Accreditation of Non-State Schools) Act 2017.*

#### 14. Working out the levied charge

- (1) The levied charge for the development is to be worked out by Redland City Council as follows:

$$LC = (AC \times ED) - D$$

Where:

*LC* is the levied charge for the development, which cannot be less than zero.

*AC* is the applied adopted charge for the development worked out under Section 15.

*ED* is the extra demand placed on trunk infrastructure generated by the development, worked out under Section 16.

*D* is the discount for the prescribed financial contribution worked out under Section 17.

- (2) The levied charge is to be worked out for the respective trunk infrastructure network as follows:
- (a) for each of the local government trunk infrastructure networks as identified in the LGIP; and
  - (b) for each of the SEQ service provider trunk infrastructure networks.

**15. Working out the applied adopted charge**

The applied adopted charge for the development is to be worked out by Redland City Council for the respective trunk infrastructure network by applying the following:

- (1) the applied adopted charge for particular uses in Schedule 4, if Redland City Council considers that it should be applied having regard to the extra demand placed upon the respective trunk infrastructure network which will be generated by the development; or
- (2) the adopted charge in Schedule 2, if subsection (b) does not apply.

**16. Working out the extra demand**

- (1) The extra demand placed on trunk infrastructure that is generated by the development is to be worked out by Redland City Council for the respective trunk infrastructure network as follows:

$$ED = DD - DC$$

Where:

*ED* is the extra demand placed on trunk infrastructure that is generated by the development.

*DD* is the demand placed upon the respective trunk infrastructure network which will be generated by the development (**development demand**).

*DC* is the demand placed upon the respective trunk infrastructure network generated by previous development prescribed in subsection (3) if applicable (**demand credit**).

- (2) The development demand is worked out using the relevant unit of calculation for an adopted charge for the development in Schedule 2 and Schedule 4 (**demand unit**).
- (3) The demand credit for previous development is to be worked out using the following:
  - (a) for a proposed material change of use or building work, the greater of the following:
    - (i) if the premises is subject to an existing use which is lawful and already taking place on the premises (**existing lawful use**) that places demand upon the respective trunk infrastructure network, the demand generated for the existing lawful use using the applicable demand units for the use;
    - (ii) if the premises is subject to a previous use which was lawful at the time it was carried out and is no longer taking place on the premises (**previous lawful use**) that placed demand upon the respective trunk infrastructure network, the demand generated for the previous lawful use using the applicable demand units for the use;
  - (b) for a proposed reconfiguring a lot or vacant land for a proposed material change of use or building work, the demand generated for each existing lot

of the premises which is serviced by the respective trunk infrastructure network;

- (c) for demand generated by other development on the premises if at the time of working out the demand credit the other development may be lawfully carried out without the need for a further development permit (including, without limitation, a development permit for development other than a material change of use of premises), using the applicable demand units for the other development.

*Editor's note—See Section 120(2) of the Planning Act.*

- (4) The demand credit under subsection (3) is to be worked out by Redland City Council prior to the time for the giving of the relevant approval to which the levied charge applies as follows:

*Editor's note—A relevant approval is a development approval under the Planning Act.*

- (a) an applicant which is seeking the demand credit is to:
- (i) give a notice in the prescribed form to Redland City Council which provides evidence of the existing lawful use or previous lawful use and the calculation of the demand credit; and
  - (ii) pay the prescribed fee;

*Editor's note—The prescribed fee may include the Redland City Council's costs for determining the demand credit.*

- (b) Redland City Council is to:
- (i) determine if a demand credit is applicable to the development;
  - (ii) work out the demand credit if applicable; and
  - (iii) allocate the demand credit to the part of the premises where:
    - A. in the case of a demand credit referred to in subsection (3)(a)(i), the part of the premises where the existing lawful use physically is taking place;
    - B. in the case of a demand credit referred to in subsection (3)(a)(ii), the part of the premises where the previous lawful use physically took place;
    - C. in the case of a demand credit referred to in subsection (3)(b), the part of the premises where the existing lot physically is located;
    - D. in the case of a demand credit referred to in subsection (3)(c), the part of the premises where the relevant development physically may occur; and
  - (iv) give a notice to the applicant stating the outcome of Redland City Council's determination.

*Editor's note—The notice may be given in an infrastructure charges notice.*

- (5) A demand credit is only to be provided to a maximum amount equal to the development demand.

**17. Working out the discount for the prescribed financial contribution**

- (1) The amount of the discount for the prescribed financial contribution is to be worked out by Redland City Council as follows:

$$D = PFC - (AC \times DC)$$

Where:

*D* is the discount which cannot be less than zero.

*PFC* is the amount of the prescribed financial contribution.

*AC* is the applied adopted charge for the proposed development worked out under Section 15a.

*DC* is the demand credit if applicable worked out under Section 16.

- (2) The discount for the prescribed financial contribution is to be worked out by Redland City Council prior to the time for the giving of the relevant approval to which the levied charge applies as follows:

*Editor's note—A relevant approval is a development approval under the Planning Act.*

- (a) an applicant which is seeking the discount for the prescribed financial contribution is to:
- (i) give a notice in the prescribed form to Redland City Council which provides evidence of the prescribed financial contribution and the calculation of the discount; and
  - (ii) pay the prescribed fee;

*Editor's note—The prescribed fee may include the Redland City Council's costs for determining the discount for the prescribed financial contribution.*

- (b) Redland City Council is to:
- (i) determine if the discount for a prescribed financial contribution is applicable to the development;
  - (ii) work out the discount for the prescribed financial contribution if applicable; and
  - (iii) give a notice to the applicant stating the outcome of Redland City Council's determination.

*Editor's note—The notice may be given in an infrastructure charges notice.*

**18. Working out the automatic increase**

- (1) The automatic increase of the levied charge is to be worked out by Redland City Council as the amount which is equal to the increase calculated by using the index stated in the *Planning Act*.

*Editor's note—See Section 114(3)(b), (4), (5) and (6) of the Planning Act.*

*Editor's note—For a levied charge payable under an adopted infrastructure charges notice, see Section 648D(9)(a) of the Sustainable Planning Act 2009 as in force immediately before 4 July 2014..*

*Editor's note—For a levied charge payable under an infrastructure charges notice under the Sustainable Planning Act 2009, see Section 631(3)(b) and (4) of the Sustainable Planning Act 2009 as in force on 4 July 2014.*

- (2) However the amount of the automatic increase of the levied charge must not be more than the amount of the increase prescribed by the *Planning Act*.

*Editor's note—See Section 114(3)(b), (4), (5) and (6) of the Planning Act.*

*Editor's note—For a levied charge payable under an adopted infrastructure charges notice, see Section 648D(9)(b) and (10) of the Sustainable Planning Act 2009 as in force immediately before 4 July 2014.*

*Editor's note—For a levied charge payable under an infrastructure charges notice under the Sustainable Planning Act 2009, see Section 631(5) and (6) of the Sustainable Planning Act 2009 as in force on 4 July 2014.*

## Part 4 Offset and refund for trunk infrastructure

### 19. Purpose of Part 4

Part 4 states the following matters relevant to the working out of an offset or refund for the provision of trunk infrastructure for the respective trunk infrastructure network for development:

- (1) the method to be applied by Redland City Council for working out the establishment cost of trunk infrastructure for an offset or refund where an applicant is required under a condition of a relevant approval to provide land or work for the following trunk infrastructure (**trunk infrastructure contribution**):

*Editor's note— See Section 116 of the Planning Act.*

*Editor's note—A relevant approval is a development approval under the Planning Act.*

- (a) **identified necessary trunk infrastructure**—development infrastructure which is identified in the respective infrastructure planning instrument;

*Editor's note—See Section 128(1)(a) of the Planning Act.*

- (b) **different necessary trunk infrastructure**—development infrastructure which:

- (i) is an alternative to the identified necessary trunk infrastructure; and
- (ii) (B) delivers the same desired standards of service for the network of development infrastructure stated in the respective infrastructure planning instrument;

*Editor's note—See Section 128(1)(b) of the Planning Act.*

- (c) (**other necessary trunk infrastructure**—development infrastructure which is not identified necessary trunk infrastructure or different necessary trunk infrastructure that satisfies the conversion criteria and is necessary to service development;

*Editor's note—See Section 128(2) of the Planning Act.*

- (d) **prescribed trunk infrastructure**—development infrastructure which is not identified necessary trunk infrastructure, different necessary trunk infrastructure or other necessary trunk infrastructure that becomes trunk infrastructure under the *Planning Act* by way of a conversion application;

*Editor's note—See Section 142(3) of the Planning Act.*

- (2) whether an offset or refund applies and if so the details of the offset and refund and the timing of the offset and refund.

**20. Working out the establishment cost**

The establishment cost for a trunk infrastructure contribution is to be worked out by Redland City Council using the following:

- (1) for the initial calculation of the establishment cost for required work—the method in Section 21;
- (2) for the initial calculation of the establishment cost for required land—the method in Section 23;
- (3) for the recalculation of the establishment cost for required work calculated—the method in Section 25;
- (4) for the recalculation of the establishment cost for required land—the method in Section 26.

*Editor's note—See Section 116 of the Planning Act.*

**21. Initial calculation of the establishment cost for required work**

- (1) The establishment cost for a trunk infrastructure contribution for work (**required work**) is to be worked out by Redland City Council using any of the following:
  - (a) the planned estimate—work;
  - (b) a **cost-based estimate** of the establishment cost for the required work using the method in Section 22;
  - (c) an estimate of the establishment cost for the trunk infrastructure contribution reasonably determined by Redland City Council.
- (2) Redland City Council is to have regard to the following matters when deciding whether to use the planned estimate for the work, in working out the establishment cost for the required work:
  - (a) for identified necessary trunk infrastructure:
    - (i) the suitability of the method used by Redland City Council to work out the planned cost of the item of identified necessary trunk infrastructure applicable to the required work stated in the extrinsic material for the LGIP;
    - (ii) the relevance of matters which were taken into account and assumptions made in working out the planned cost of the item of identified necessary trunk infrastructure applicable to the required work stated in the extrinsic material for the LGIP;
  - (b) for different necessary trunk infrastructure, other necessary trunk infrastructure or prescribed trunk infrastructure:
    - (i) the suitability of the method used by Redland City Council to work out the planned cost of items of identified necessary trunk infrastructure for the network of development infrastructure applicable to the required work stated in the extrinsic material for the LGIP;

- (ii) the relevance of matters which were taken into account and assumptions made in working out the planned cost of items of identified necessary trunk infrastructure for the network of development infrastructure applicable to the required work stated in the extrinsic material for the LGIP;
- (c) for identified necessary trunk infrastructure, different necessary trunk infrastructure, other necessary trunk infrastructure or prescribed trunk infrastructure:
  - (i) the standards and requirements for the required work;
  - (ii) the impact the required work has on the development potential and value of the premises the subject of the relevant approval.

*Editor's note—A relevant approval is a development approval under the Planning Act.*

*Editor's note—The method used by Redland City Council is to be stated in the infrastructure charges notice.*

- (3) The planned estimate of the required work (**planned estimate—work**) if:
  - (a) the required work are the whole of an item of identified necessary trunk infrastructure—is the **planned cost** being the amount of the value of the item stated in Schedule 6;
  - (b) the required work are part of an item of identified necessary trunk infrastructure—is the estimate of the proportion of the planned cost of the item of identified necessary trunk infrastructure applicable to the trunk infrastructure contribution having regard to the method used by Redland City Council to work out the planned cost of the item of identified trunk infrastructure stated in the LGIP; and
  - (c) the required work are different necessary trunk infrastructure, other necessary trunk infrastructure or prescribed trunk infrastructure—is the estimate of the planned cost of the infrastructure having regard to the method used by Redland City Council to work out the planned cost of the identified necessary trunk infrastructure for the network of development infrastructure stated in the LGIP.

## 22. Cost-based estimate of the establishment cost for required work

- (1) This section is to apply where the establishment cost for the required work is to be worked out by Redland City Council using a cost-based estimate.
- (2) The **cost-based estimate** for the required work is to:
  - (a) be determined by using first principles estimating based on the following:
    - (i) the scope (as determined by Redland City Council) of the required work which includes the following:
      - A. the standard to which the required work are to be provided;
      - B. the location of the required work;

- C. the quantity of the required work;
- (ii) Redland City Council's design and construction requirements for the required work;
- (b) exclude the following:
  - (i) a cost of the planning of the required work;
  - (ii) a cost of providing temporary infrastructure;
  - (iii) a cost of providing other infrastructure which is not part of the required work;
  - (iv) a cost of the decommissioning, removal and rehabilitation of infrastructure identified in subsections (2)(b)(iii) and (2)(b)(iii);
  - (v) a part of the required work provided by:
    - A. Redland City Council; or
    - B. a person, other than the applicant or a person engaged by the applicant;
  - (vi) a cost to the extent that GST is payable and an input tax credit can be claimed for the required work;
  - (vii) a cost attributable directly or indirectly to the failure of an applicant or a person engaged by the applicant to perform and fulfil a relevant approval for the required work;  
*Editor's note—A relevant approval is a development approval under the Planning Act.*
  - (viii) a cost caused or contributed to by a negligent or wilful act or omission by the applicant or a person engaged by the applicant;
  - (ix) a cost of providing development infrastructure which is only made necessary by the development and does not contribute to the function of the required work;
  - (x) a cost of providing trunk infrastructure which relates to another development infrastructure network;
  - (xi) a cost of providing development infrastructure which is replacing existing infrastructure with different infrastructure in another development infrastructure network;
  - (xii) a cost of providing development infrastructure in excess of the desired standards of service for the network of development infrastructure stated in the LGIP;
  - (xiii) a cost of existing development infrastructure which services or is planned to service existing or future demand that is replaced by the required work;

- (xiv) a cost of maintaining an infrastructure asset where required by a condition of approval;
- (xv) a cost associated with risk and contingencies for the required work.

### 23. Initial calculation of the establishment cost for required land

- (1) The establishment cost for a trunk infrastructure contribution for land (**required land**) is to be worked out by Redland City Council using one of the following, in the following order:

- (a) the planned estimate—land;
- (b) the establishment cost for other land previously accepted by Redland City Council (**other land**) which, in its opinion, is reasonably consistent with the required land (**consistent land establishment cost**)—if Redland City Council decides to not use the planned estimate—land, having regard to matters stated in subsection (2);

*Editor's note—In forming its opinion on whether the other land is reasonably consistent with the required land, the Redland City Council may have regard to the matters including, but not limited to the following:*

- *planning scheme requirements (e.g. zoning, overlays and the LGIP);*
- *infrastructure requirements for the same network as the required land;*
- *timing of the valuation previously accepted;*
- *methodology used to value the other land;*
- *valuation considerations and development constraints which were taken into account in determining the value of the other land.*

- (c) the proportion of the rateable value of the parcel of land (of which the required land forms part) (**proportional value**) current at the time of working out the establishment cost—if Redland City Council decides to not use a consistent land establishment cost because:
  - (i) no other land has been previously accepted by Redland City Council;
  - (ii) Redland City Council does not consider other land is reasonably consistent with the required land;
- (d) the current market value of the required land using the method in Section 24—if Redland City Council decides the current market value is more accurate than the proportional value.

- (2) Redland City Council is to have regard to the following matters when deciding whether to use the planned estimate—land in working out the establishment cost for the required land:

- (a) for identified necessary trunk infrastructure:
  - (i) the suitability of the method used by Redland City Council to work out the planned cost of the item of identified necessary trunk

- infrastructure applicable to the required land stated in the extrinsic material for the LGIP;
- (ii) the relevance of matters which were taken into account and assumptions made in working out the planned cost of the item of identified necessary trunk infrastructure applicable to the required land stated in the extrinsic material for the LGIP;
- (b) for different necessary trunk infrastructure, other necessary trunk infrastructure or prescribed trunk infrastructure:
    - (i) the suitability of the method used by Redland City Council to work out the planned cost of items of identified necessary trunk infrastructure for the network of development infrastructure applicable to the required land stated in the extrinsic material for the LGIP;
    - (ii) the relevance of matters which were taken into account and assumptions made in working out the planned cost of items of identified necessary trunk infrastructure for the network of development infrastructure applicable to the required land stated in the extrinsic material for the LGIP;
  - (c) for identified necessary trunk infrastructure, different necessary trunk infrastructure, other necessary trunk infrastructure or prescribed trunk infrastructure:
    - (i) the standards and requirements for the required land;
    - (ii) the impact the required land has on the development potential and value of the premises the subject of the relevant approval.

*Editor's note—A relevant approval is a development approval under the Planning Act.*

*Editor's note—The method used by Redland City Council is to be stated in the infrastructure charges notice.*
- (3) The planned estimate for the required land is the estimate of the establishment cost determined as follows (**planned estimate—land**), if:
    - (a) the required land is the whole of an item of identified necessary trunk infrastructure—is the **planned cost** being the amount of the value of the item stated in Schedule 6;
    - (b) the required land is part of an item of identified necessary trunk infrastructure—is the estimate of the proportion of the planned cost of the item of identified necessary trunk infrastructure applicable to the required land having regard to the method used by Redland City Council to work out the planned cost of the item of identified necessary trunk infrastructure stated in the extrinsic material for the LGIP; and
    - (c) the required land is different necessary trunk infrastructure, other necessary trunk infrastructure or prescribed trunk infrastructure—is the estimate of the planned cost of the infrastructure having regard to the method used by Redland City Council to work out the planned cost of items

of identified necessary trunk infrastructure for the network of development infrastructure applicable to the required land stated in the extrinsic material for the LGIP.

#### 24. Current market value of required land

- (1) This section is to apply where the establishment cost for required land is to be worked out by Redland City Council using the current market value of the required land.
- (2) The **current market value** of the required land is to be determined by using the before and after method of valuation by:
  - (a) firstly, determining the value (**original land value**) of the original land of which the required land forms part (**original land**) before the required land is transferred to Redland City Council;

*Editor's note—Where the required land is identified in the LGIP, the original land is to be valued:*

- as if the required land had never been identified;
- identifying and considering all relevant constraints;
- disregarding any change in the value (e.g. through development opportunities) caused, or contributed to, by the identification of the required land in the LGIP; and
- on the basis of the highest and best use of the original land by development that is subject to code assessment and strictly complies with all acceptable outcomes.

*Editor's note—Where the required land is not identified in the LGIP, the original land is to be valued:*

- identifying and considering all relevant constraints;
- disregarding any perceived change in value caused or contributed by development within the Emerging Community Zone which occurs prior to the Council's approval of a structure plan pursuant to Planning Scheme Policy 5 of the planning scheme; and
- on the basis of the highest and best use of the original land by development that is subject to code assessment and strictly complies with all acceptable outcomes.

- (b) secondly, determining the value (**remaining land value**) of the land that is not to be transferred to Redland City Council (**remaining land**); and

*Editor's note— Where the development approval under which the required land is required is for a material change of use of premises, the remaining land is to be valued:*

- identifying and considering all relevant constraints;
- where the approved development of the remaining land is:
  - the highest and best use of the land—on the basis of the approved development;
  - not the highest and best use of the land—on the basis of development that is subject to code assessment and strictly

*complies with all acceptable outcomes disregarding any change in the value (e.g. through development opportunities) caused, or contributed to, by the required land.*

*Editor's Note—Where the development approval under which the required land is required is not for a material change of use of premises, the remaining land is to be valued:*

- *identifying and considering all relevant constraints;*
- *disregarding any change in the value (e.g. through development opportunities) caused, or contributed to, by the required land;*
- *disregarding any perceived change in value caused or contributed by development within the Emerging Community Zone which occurs prior to the Council's approval of a structure plan pursuant to Planning Scheme Policy 5 of the planning scheme; and*
- *on the basis of the highest and best use of the remaining land by development that is subject to code assessment and strictly complies with all acceptable outcomes.*

(c) thirdly, subtracting the remaining land value from the original land value.

(3) The before and after method of valuation is to be undertaken in accordance with the following requirements:

(a) the valuation is to be carried out to determine the current market value that would have applied on the day that is:

(i) where the required land is identified in the LGIP—the day on which the development application, which is the subject of a condition requiring the required land to be provided, first became properly made; or

where the required land is not identified in the LGIP—the day on which the development application, which is the subject of a condition requiring the required land to be provided, was approved;

(b) the valuation is to:

(i) include a report by an appropriately qualified town planner regarding the highest and best use of the original land and the remaining land (**highest and best use advice**), which the independent valuation expert has relied on to form an opinion about the value;

*Editor's note—The highest and best use of the original land is to be based on development that is subject to code assessment and strictly complies with all acceptable outcomes.*

*Editor's note—The highest and best use of the remaining land is to be:*

- *where the development approval under which the required land is required is for a material change of use of premises—the approved development;*

- *where the development approval under which the required land is required is not for a material change of use of premises—development that is subject to code assessment and strictly complies with all acceptable outcomes.*
- (ii) identify the area of the land that is above the Q100 flood level and the area that is below the Q100 flood level;
- (iii) identify and consider all other real and relevant constraints including, but not limited to:
  - A. vegetation protection;
  - B. ecological values including riparian buffers and corridors;
  - C. stormwater or drainage corridors;
  - D. slope;
  - E. bushfire and landslide hazards;
  - F. heritage;
  - G. airport environs;
  - H. coastal erosion;
  - I. extractive resources;
  - J. flooding;
  - K. land use buffer requirements;
  - L. tenure related constraints;
  - M. restrictions such as easements, leases, licences and other dealings whether or not registered on title; and
- (iv) contain relevant sales evidence and clear analysis of how those sales and any other information was relied upon in forming the valuation assessment;
- (c) the land must be valued using different rates for the unconstrained (developable) component of the land and the constrained (undevelopable) components of the land. More than one rate may apply to unconstrained areas of land or constrained areas of land.

*Editor's note—Examples for section 24(3)(c) include but are not limited to:*

- *Example 1 – if the area of land to be valued includes land constrained to being used for a recreation park and conservation area it may be appropriate to have separate constrained (undevelopable) rates for the recreation park area and the conservation area.*
- *Example 2 – if the area of land to be valued includes areas of land suitable for residential use and areas constrained to being used for*

*major collector road purposes it will be appropriate to use an unconstrained (developable) rate for the residential land and a constrained (undevelopable) rate for the major collector road land.*

- (d) the valuation is to be undertaken by a certified practising valuer who must act professionally as a neutral and independent expert (***independent valuation expert***).

## **25. Recalculation of the establishment cost for required work**

### **Market cost**

- (1) The establishment cost for required work may be recalculated by Redland City Council at the request of the applicant by using the market cost for the required work which is to be worked out in accordance with this Section 25.

*Editor's note—See Section 137 of the Planning Act.*

- (2) The **market cost** for the required work is the estimate of the cost of the design and construction of the required work stated in the contract for construction for the required work:

- (a) including the following:
  - (i) the direct construction cost or the direct embellishment cost of plant, material and labour for the required work for the required work;
  - (ii) the indirect construction cost or the indirect embellishment cost for the required work limited to the contractor overheads related to the required work which do not exceed the maximum indirect construction cost and the maximum embellishment cost stated in Schedule 7;
  - (iii) project costs for the required work which do not exceed the maximum on costs stated in Schedule 7 for the following:
    - A. the cost of survey for the required work;
    - B. the cost of geotechnical and other engineering and environmental investigations for the construction of the required work;
    - C. the cost of only detailed design for the required work;
    - D. the cost of project management, engineering supervision and contract administration for the required work;
- (b) excluding the following:
  - (i) a cost of the planning of the required work;
  - (ii) a cost of providing temporary infrastructure;

- (iii) a cost of providing other infrastructure which is not part of the required work;
- (iv) a cost of the decommissioning, removal and rehabilitation of infrastructure identified in subsections (ii) and (iii);
- (v) a part of the required work provided by:
  - A. Redland City Council; or
  - B. a person, other than the applicant or a person engaged by the applicant;
- (vi) a cost to the extent that GST is payable and an input tax credit can be claimed for the required work;
- (vii) a cost attributable directly or indirectly to the failure of an applicant or a person engaged by the applicant to perform and fulfil a relevant approval for the required work;  
*Editor's note—A relevant approval is a development approval under the Planning Act.*
- (viii) a cost caused or contributed to by a negligent or wilful act or omission by the applicant or a person engaged by the applicant;
- (ix) a cost of providing development infrastructure which is only made necessary by the development and does not contribute to the function of the required work;
- (x) a cost of providing trunk infrastructure which relates to another development infrastructure network;
- (xi) a cost of providing development infrastructure which is replacing existing infrastructure with different infrastructure in another development infrastructure network;
- (xii) a cost of providing development infrastructure in excess of the desired standards of service for the network of development infrastructure stated in the LGIP;
- (xiii) a cost of existing development infrastructure which services or is planned to service existing or future demand that is replaced by the required work;
- (xiv) a cost of maintaining an infrastructure asset where required by a condition of approval;
- (xv) a cost associated with risk and contingencies for the required work;
- (xvi) a cost associated with a margin or profit.

#### **Determining the market cost**

- (3) Redland City Council is to, prior to the applicant starting the construction of the required work, determine the market cost for the required work as follows:
- (a) the applicant is to:
- (i) for a trunk infrastructure contribution up to \$100,000-(exclusive of GST) and buying off a prequalified supplier arrangement or the marketplace—obtain at least one written quotation for the work and;
  - (ii) for a trunk infrastructure contribution more than \$100,000 (exclusive of GST) but not more than \$450,000 (exclusive of GST) and buying off a prequalified supplier arrangement or the marketplace—obtain:
    - A. at least three written quotations for the work;
    - B. evidence that the supplier or contractor has appropriate insurances, licences, work health and safety and quality assurance systems in place;
  - (iii) for a trunk infrastructure contribution more than \$450,000 (exclusive of GST)—undertake a competitive tender process for the work;
- (b) the applicant is to:
- (i) for a trunk infrastructure contribution up to \$450,000 (exclusive of GST), give to Redland City Council a notice in the prescribed form which states the following:
    - A. the quotations process under subsections (a)(i) and (ii) have been conducted;
    - B. the quotation/s received;
    - C. the evidence of the appropriate insurances, licences, work health and safety and quality assurance systems of the supplier or contractor;
    - D. the applicant's preferred quotation under subsection (a)(ii);
    - E. the applicant's reason for the preferred quotation under subsection (a)(ii);
    - F. the terms of the construction contract for the work;
    - G. a plan for each development infrastructure network clearly showing the extent of the work for which an offset is sought;
    - H. the applicant's calculation of the market cost for the work;
  - (ii) for a trunk infrastructure contribution more than \$450,000 (exclusive of GST), give to Redland City Council a notice in the prescribed form which states the following:

- A. a competitive tender process required under subsection (a)(iii) has been conducted;
  - B. the tenders received;
  - C. the applicant's preferred tenderer;
  - D. the applicant's reason for the preferred tenderer;
  - E. the terms of the construction contract for the work;
  - F. a plan for each development infrastructure network clearly showing the extent of the work for which an offset is sought;
  - G. the applicant's calculation of the market cost for the work; and
- (iii) pay the prescribed fee;
- Editor's note—The prescribed fee may include Redland City Council's costs for determining the market cost.*
- (c) Redland City Council may, within 15 business days of the date the notice under subsection (b) is received by Redland City Council, give a notice to the applicant which states that the applicant is to provide a document to enable Redland City Council to determine the market cost including without limitation the following:
- (i) details in respect of a construction contract for the required work; and
  - (ii) a plan for each development infrastructure network clearly showing the scope of the required work for which the recalculated establishment cost is sought;
- (d) the applicant is to comply with a notice given by Redland City Council to the applicant under subsection(c);
- (e) Redland City Council is to as soon as reasonably practicable determine the market cost acting reasonably having regard to the matters in subsections (a) to (d);
- (f) Redland City Council, after determining the market cost, is to as soon as reasonably practicable:
- (i) give to the applicant a notice which states the following:
    - A. Redland City Council's calculation of the market cost for the required work and the reason for any difference from the applicant's calculation;
    - B. the establishment cost for the required work; and
  - (ii) issue an amended infrastructure charges notice.

- (4) To avoid any doubt, Redland City Council may issue the amended infrastructure charges notice using the establishment cost in Section 25(3)(f)(i)B even where it is lower than the original establishment cost.

**Adjustment of the establishment cost**

- (5) Redland City Council is to, after the completion of the construction of the required work and prior to the date for the payment of a levied charge, determine an adjustment to the establishment cost as follows:

- (a) this subsection only applies to a cost of required work (**prescribed cost**) if the cost:

- (i) would have formed part of the market cost used to work out the establishment cost for the required work; and
- (ii) was not included in the market cost used to work out the establishment cost or was included in the market cost used to work out the establishment cost but was for an amount less than the prescribed cost;

- (b) the applicant, prior to 15 business days after the applicant has completed the required work:

- (i) may give to Redland City Council a single written notice which is to state the following:

- A. that the applicant requests that Redland City Council adjust the establishment cost to take account of the prescribed cost;
- B. all information reasonably necessary to establish the calculation of the prescribed cost and that the cost is a prescribed cost, including evidence satisfactory to Redland City Council, to demonstrate that the prescribed cost has been incurred by the applicant;
- C. the applicant's calculation of the prescribed cost; and

- (ii) must pay the prescribed fee if subsection (i) applies;

*Editor's note—The prescribed fee may include Redland City Council's costs for determining whether the establishment cost is to be adjusted.*

- (c) Redland City Council may, within 15 business days of the date the notice under subsection (b) is received, give a notice to the applicant which states that the applicant is to provide to Redland City Council a document to enable it to determine the value of an adjusted establishment cost;

- (d) the applicant is to comply with a notice given by Redland City Council to the applicant under subsection (3)(C);

- (e) Redland City Council is to as soon as reasonably practicable determine whether the establishment cost is to be adjusted acting reasonably having regard to the matters in subsections (a) to (d);

- (f) Redland City Council, after determining whether the establishment cost is to be adjusted, is to as soon as reasonably practicable:
  - (i) give to the applicant a notice which states the following:
    - A. Redland City Council's calculation of the adjusted establishment cost for the required work and the reason for any difference from the applicant's calculation;
    - B. the establishment cost for the required work; and
  - (ii) issue an amended infrastructure charges notice.

**Dispute process**

- (6) An applicant, within 10 business days of the date of a notice under subsections (3)(f) or (5)(f):
  - (a) may give to Redland City Council a notice in the prescribed form stating that it disputes Redland City Council's recalculation of the establishment cost for the required work; and
  - (b) must pay the prescribed fee if subsection (a) applies.

*Editor's note—The prescribed fee may include Redland City Council's costs for the dispute process including the cost of the independent registered quantity surveyor.*
- (7) Redland City Council and the applicant are to take the following action to resolve the dispute:
  - (a) Redland City Council is to appoint an independent registered quantity surveyor to determine the establishment cost for the required work in accordance with this section;
  - (b) Redland City Council and the applicant are to cooperate in good faith with the independent registered quantity surveyor;
  - (c) Redland City Council and the applicant are to accept the independent registered quantity surveyor's determination of the establishment cost for the required work;
  - (d) Redland City Council is to, as soon as reasonably practicable:
    - (i) give to the applicant a notice which states the establishment cost for the required work determined by the independent registered quantity surveyor; and
    - (ii) issue an amended infrastructure charges notice.

**26. Recalculation of the establishment cost for required land****Current market value**

- (1) The establishment cost for required land may be recalculated by Redland City Council at the request of the applicant by using the current market value of the

required land determined by using the before and after method of valuation prescribed in Section 24 in accordance with this Section 26.

*Editor's note—See Section 137 of the Planning Act.*

#### **Applicant's submission of current market value**

- (2) The applicant is to give to Redland City Council the following:
- (a) a notice in the prescribed form requesting the recalculation of the establishment cost for the required land which is accompanied by the following:
    - (i) a valuation of the required land undertaken by an independent valuation expert (**applicant's valuation**);
    - (ii) a report prepared by an appropriately qualified town planner regarding the highest and best use of the original land and the remaining land on which the applicant's valuation is based (**applicant's highest and best use advice**);
  - (b) the prescribed fee.

*Editor's note—The prescribed fee may include Redland City Council's costs of the recalculation process including the costs of the independent valuation expert nominated by Redland City Council and the town planner engaged by Redland City Council.*

#### **Redland City Council's determination of current market value**

- (3) Within 20 business days after the notice and accompanying documents under subsection (2) are received, Redland City Council is to:
- (a) accept the applicant's valuation; or
  - (b) refer the applicant's valuation to an independent valuation expert nominated by Redland City Council to:
    - (i) assess whether the applicant's valuation is consistent with the current market value; and
    - (ii) assess whether the applicant's valuation is correctly determined using the before and after method of valuation prescribed in Section 24.
- Editor's note—Redland City Council may request additional information from the applicant in order to undertake the assessment.*
- (4) If Redland City Council's nominated independent valuation expert's determination is that the applicant's valuation is not consistent with the current market value or is not correctly determined using the before and after method of valuation prescribed in Section 24 then the independent valuation expert must:
- (a) provide the reasons for the independent valuation expert's determination; and

- (b) provide a valuation using the before and after method of valuation stated in Section 24 (**amended valuation**).
- (5) Redland City Council is to decide whether to:
- (a) accept the applicant's valuation; or
  - (b) propose an amended valuation based on subsection (4)(b).
- (6) If Redland City Council accepts the applicant's valuation, it is to:
- (a) give written notice to the applicant stating that it has agreed to the applicant's valuation (**accepted valuation**);
  - (b) index the establishment cost for the required land using the CPI from the date of the accepted valuation to the date stated in the amended infrastructure charges notice; and
  - (c) issue an amended infrastructure charges notice to the applicant stating the establishment cost for the required land.

#### **Amended valuation**

- (7) If Redland City Council proposes an amended valuation, it is to give a written notice to the applicant stating:
- (a) that it rejects the applicant's valuation and give reasons for doing so; and
  - (b) the proposed amended valuation.
- (8) Within 20 business days of receipt of Redland City Council's written notice proposing the amended valuation under subsection (7), the applicant must give written notice to Redland City Council that it:
- (a) accepts the amended valuation; or
  - (b) rejects the amended valuation and its reasons for doing so.
- (9) If the applicant accepts the amended valuation, Redland City Council must:
- (a) index the establishment cost for the land infrastructure using the CPI from the date of the amended valuation to the date stated in the amended infrastructure charges notice; and
  - (b) give an amended infrastructure charges notice to the applicant stating the establishment cost of the land infrastructure.
- (10) If the applicant rejects the amended valuation, then within 20 business days after receipt of a notice under subsection (8)(b), Redland City Council is to refer the applicant's valuation to a further independent valuation expert nominated by Redland City Council from its list of certified practising valuers as per subsection (12).

#### **Final independent valuation**

- (11) Redland City Council may not refer the applicant's valuation to an independent valuation expert for final determination if the applicant has not paid to Redland City Council the prescribed fee under subsection (2)(b) including the costs of the independent valuation expert nominated by Redland City Council and the town planner engaged by Redland City Council.
- (12) If Redland City Council refers the applicant's valuation to a further independent valuation expert, Redland City Council is to:
- (a) give written notice to the applicant that it rejects the applicant's valuation and give reasons for doing so;
  - (b) give written notice to the applicant stating that it has referred the applicant's valuation to an independent valuation expert;
  - (c) give the following to the independent valuation expert:
    - (i) the applicant's valuation and the applicant's highest and best use advice;
    - (ii) the highest and best use advice prepared by an appropriately qualified town planner engaged by Redland City Council regarding the highest and best use of the original land and the remaining land if Redland City Council does not accept the applicant's highest and best use advice;
    - (iii) the valuation of the required land, if Redland City Council used the before and after method of valuation prescribed in Section 24 for the initial calculation of the establishment cost for the required land and considers that it is relevant to the independent valuation expert's assessment.
- (13) Within 20 business days after the independent valuation expert has been given the information under subsection (12)(c) the independent valuation expert is to (a **Redland City Council's valuer's determination**):
- (a) provide the independent valuation expert's determination in relation to the matters stated in subsection (3)(a); and
  - (b) if the independent valuation expert's determination is that the applicant's valuation is not consistent with the current market value or is not correctly determined using the before and after method of valuation prescribed in Section 24:
    - (i) provide the reasons for the independent valuation expert's determination; and
    - (ii) provide a valuation using the before and after method of valuation stated in Section 24.
- (14) Within 10 business days after its receipt of the relevant subsequent Redland City Council's valuer's determination, Redland City Council is to give written notice to the applicant stating that it adopts the applicable valuer's determination (**revised local government's valuation**).

- (15) If Redland City Council adopts the revised local government's valuation, Redland City Council is to:
- (a) index the establishment cost for the required land using the CPI from the date of the revised local government's valuation to the date stated in the amended infrastructure charges notice; and
  - (b) issue an amended infrastructure charges notice to the applicant stating the establishment cost for the required land.

## 27. Application of an offset and refund

The following apply if a trunk infrastructure contribution services or is planned to service premises other than premises the subject of the relevant approval and an adopted charge applies to the development the subject of the relevant approval:

*Editor's note—A relevant approval is a development approval under the Planning Act.*

- (a) an **offset**—where the establishment cost for the trunk infrastructure contribution is equal to or less than the levied charge;
- (b) a **refund**—where the establishment cost for the trunk infrastructure contribution is more than the levied charge.

## 28. Details of an offset and refund

- (1) If an offset applies, the establishment cost for the trunk infrastructure contribution is to be worked out by Redland City Council in accordance with Section 20.
- (2) If a refund applies, the refund amount will be the establishment cost for the trunk infrastructure contribution less the levied charge for the development worked out in accordance with Section 14.

## 29. Timing of an offset and refund

- (1) An applicant entitled to an offset or refund for the trunk infrastructure contribution is to:
  - (a) give to Redland City Council a notice in the prescribed form which states the following:
    - (i) the date the trunk infrastructure contribution the subject of an offset or refund was lawfully completed;
    - (ii) that the trunk infrastructure contribution has been provided in accordance with the relevant approval for the trunk infrastructure contribution;

*Editor's note—A relevant approval is a development approval under the Planning Act.*

- (b) for a refund—in addition to subsection (a), if the applicant is not the owner of the premises the subject of the relevant approval requiring the trunk infrastructure contribution, give to Redland City Council a written consent of the owner at the time the notice is given agreeing to the payment of the

refund amount being made to the applicant, unless the applicant demonstrates to the reasonable satisfaction of Redland City Council that:

- (i) the owner of the premises has unreasonably withheld consent; or
  - (ii) because of the number of owners, it is impracticable to get their consent; and
- (c) pay the prescribed fee.

*Editor's note—The prescribed fee may include Redland City Council's costs for determining the matters in subsection (1)(a) and (b).*

- (2) Redland City Council is to as soon as is reasonably practicable after receiving a notice under subsection (1):
- (a) determine whether the trunk infrastructure contribution has satisfied the matters in subsection (1)(a); and
  - (b) give to the applicant a notice stating the outcome of Redland City Council's determination.
- (3) Redland City Council, if satisfied of the matters in subsection (1)(a), is to unless otherwise provided for in an infrastructure agreement:
- (a) for an offset—set off the establishment cost for the trunk infrastructure contribution against the levied charge when the levied charge stated in the infrastructure charges notice is payable under the *Planning Act*;
  - (b) for a refund—give the refund to the applicant giving the notice under subsection (1)(a) when stated in the infrastructure charges notice.
- (4) Redland City Council has adopted a policy position in relation to the determination in an infrastructure charges notice of when a refund is to be given by Redland City Council to achieve the following policy objectives:
- (a) to seek to integrate Redland City Council's land use and infrastructure plans;
  - (b) to implement the respective infrastructure planning instruments as the basis for Redland City Council's trunk infrastructure funding;
  - (c) to implement infrastructure funding which is equitable and accountable and financially sustainable for Redland City Council.
- (5) Redland City Council's policy position in relation to the determination in an infrastructure charges notice of when a refund is to be given by Redland City Council and related matters is as follows:
- (a) for a trunk infrastructure contribution for identified necessary trunk infrastructure or different necessary trunk infrastructure which is provided before or in the planned date or period for the trunk infrastructure contribution stated in the LGIP:
    - (i) the following payment triggers achieve Redland City Council's policy objectives:

- A. for a refund which is an amount that is \$1 million or less—the refund may be given by 31 December of the financial year following the end of the relevant planned date or period for the trunk infrastructure contribution;
  - B. for a refund which is an amount that is more than \$1 million but not more than \$10 million—the refund may be given annually over 3 financial years in equal payments by 31 December in each year commencing in the year following the end of the relevant planned date or period for the trunk infrastructure contribution;
  - C. for a refund which is more than \$10 million—the refund may be given annually over 5 financial years in equal payments by 31 December in each year commencing in the year following the end of the relevant planned date or period for the trunk infrastructure contribution;
- (ii) each amount to be paid under in subsection (i) is to be increased by the CPI from the date of the infrastructure charges notice for the refund to the date that the amount is paid;
- (b) for a trunk infrastructure contribution for identified necessary trunk infrastructure or different necessary trunk infrastructure which is provided after the planned date or period for the trunk infrastructure contribution stated in the LGIP:
    - (i) the following payment triggers achieve Redland City Council's policy objectives:
      - A. or a refund which is an amount that is \$1 million or less—the refund may be given by 31 December of the financial year following the completion of the trunk infrastructure contribution;
      - B. for a refund which is an amount that is more than \$1 million but not more than \$10 million—the refund may be given annually over 3 financial years in equal payments by 31 December in each year commencing in the year following the completion of the trunk infrastructure contribution;
      - C. or a refund which is more than \$10 million—the refund may be given annually over 5 financial years in equal payments by 31 December in each year commencing in the year following the completion of the trunk infrastructure contribution;
    - (ii) each amount to be paid under subsection (i) is to be increased by the CPI from the date of the infrastructure charges notice for the refund to the date that the amount is paid;
  - (c) for a trunk infrastructure contribution for other necessary trunk infrastructure:
    - (i) Redland City Council is to estimate the period in which the trunk infrastructure contribution would have been planned to be

- provided had it been included in the LGIP having regard to the method used by Redland City Council to work out the relevant planned date or period of items of identified trunk infrastructure for the network of development infrastructure stated in the LGIP (*specified date or period*);
- (ii) Redland City Council is to upon the completion of the trunk infrastructure contribution include the trunk infrastructure as existing trunk infrastructure in the respective infrastructure planning instrument;
  - (iii) the following payment triggers achieve Redland City Council's policy objectives:
    - A. for a refund which is an amount that is \$1 million or less—the refund may be given 31 December of the financial year following the end of the specified date or period for the trunk infrastructure contribution;
    - B. for a refund which is an amount that is more than \$1 million but not more than \$10 million—the refund may be given annually over 3 financial years in equal payments by 31 December in each year commencing in the year following the end of the specified date or period for the trunk infrastructure contribution;
    - C. for a refund which is more than \$10 million—the refund may be given annually over 5 financial years in equal payments by 31 December in each year commencing in the year following the end of the specified date or period for the trunk infrastructure contribution;
  - (iv) each amount to be paid under subsection (iii) is to be increased by the CPI from the date of the infrastructure charges notice for the refund to the date that the amount is paid;
- (d) for a trunk infrastructure contribution for prescribed trunk infrastructure:
- (i) Redland City Council is to upon the completion of the trunk infrastructure contribution include the trunk infrastructure as existing trunk infrastructure in the respective infrastructure planning instrument;
  - (ii) the payment trigger for a refund of 31 December of the financial year following the end of the planning horizon of the respective trunk infrastructure network in the LGIP achieves Redland City Council's policy objectives;
  - (iii) the amount to be paid under subsection (ii) is to be increased by the CPI from the date of the infrastructure charges notice for the refund to the date that the amount is paid.

## Part 5 Conversion applications

### 30. Purpose of Part 5

Part 5 states the criteria to be applied by Redland City Council in assessing a conversion application to determine if development infrastructure is trunk infrastructure (**conversion criteria**).

### 31. Conversion criteria

(1) The criteria to be applied for deciding a conversion application are as follows:

- (a) the infrastructure has capacity to service other developments in the area;
- (b) the function and purpose of the infrastructure is consistent with other trunk infrastructure identified in the LGIP, the resolution or Water Netserv Plan for the area;

*Editor's note: the infrastructure is taken to satisfy subsection (1)(b) if it complies with all of the applicable identified trunk infrastructure criteria in Schedule 5.*

- (c) the infrastructure is not consistent with non-trunk infrastructure for which a condition may be imposed under section 145 of the *Planning Act* or section 99BRDJ of the *SEQ Water Act*; and
- (d) the type, size and location of the infrastructure is the most cost effective option for servicing multiple users in the area. The most cost effective option is the least cost option based upon the life cycle cost of the infrastructure required to service future urban development in the area at the desired standard of service.

### 32. Conversion applications

(1) If an applicant makes a conversion application, it must:

- (a) comply with section 139(2) of the *Planning Act*, or equivalent provision in an act that supersedes the *Planning Act*;
- (b) be provided to Council in writing using Council's prescribed form; and
- (c) be accompanied by the prescribed fee.

*Editor's note—The prescribed fee may include Redland City Council's costs for additional professional services in deciding the conversion application.*

## **Part 6                    Extra trunk infrastructure costs**

### **33.     Purpose of Part 6**

Part 6 states the method to be applied by Redland City Council for working out extra trunk infrastructure costs.

### **34.     Payment of extra trunk infrastructure costs**

The payment of extra trunk infrastructure costs for development is to be worked out and required in accordance with Section 130 of the *Planning Act*.

*Editor's note—See Subdivision 2, Division 3, Part 2, Chapter 4 of the Planning Act.*

## Schedule 1 Dictionary

**accepted valuation** see Section 26(6).

**adopted charge** see Section 6(1).

**amended valuation** see Section 26(4)(b).

**applicable area** see Section 6(4).

**applicable date** see Section 6(3).

**applicable use** see Section 6(5).

**applicant's highest and best use advice** see Section 26(2)(a)(ii).

**applicant's valuation** see Section 26(2)(a)(i).

**applied adopted charge** see Section 12(2)(a)12.

**automatic increase** see Section 12(3).

**basic work** means work to ensure the land is suitable for development for community facilities including site preparation (clearing, cut and fill) and connection to services.

**bedroom** means an area of a building or structure which:

- (a) is used, designed or intended for use for sleeping but excludes a lounge room, dining room, living room, kitchen, water closet, bathroom, laundry, garage or plant room; or
- (b) can be used for sleeping such as a den, study, loft, media or home entertainment room, library, family or rumpus room or other similar space.

**completion** means the stage in the provision of a trunk infrastructure contribution by an applicant when Redland City Council is satisfied that the trunk infrastructure contribution is complete other than for a minor omission and a minor defect which:

- (a) is not essential;
- (b) does not prevent the matter from being reasonably capable of being used for its intended purpose;

- (c) Redland City Council determines the applicant has a reasonable basis for not promptly rectifying; and
- (d) the rectification of which will not prejudice the convenient use of the matter.

**consistent land establishment cost** see Section 23(1)(c).

**conversion application** has the meaning given in the *Planning Act*.

**conversion criteria** see Section 31.

**cost-based estimate** for required work see Section 22(2).

**court area** means the area of premises where the leisure, sport or recreation activity is conducted and excludes the area of the premises not used for conducting the leisure, sport or recreation activity, such as areas for spectators, office or administration, amenities or food and beverages.

**CPI** (an acronym for consumer price index) means the following:

- (a) the consumer price index 6401.0 All Groups Brisbane published by the Australian Bureau of Statistics;
- (b) if an index described in paragraph (a) ceases to be published—another similar index prescribed by Redland City Council.

*Editor's note—Where the CPI has not been published for a calculation date the change in the CPI is to be determined by having regard to the index prior to the base date and the index prior to the calculation date.*

**current market value** see Section 24(2).

**demand credit** see Section 16(1).

**demand unit** see Section 16(2).

**Dependent retirement facility** means premises that provide supervised accommodation and supportive care for the daily living needs of seniors that are unable to live independently. They are administered and operated under the *Commonwealth Aged Care Act 1997*.

**development demand** see Section 16(1).

**development infrastructure** has the meaning given in Schedule 2 of the *Planning Act*.

**different necessary trunk infrastructure** see Section 19(1)(b)

**dwelling** has the meaning in the SPA planning scheme.

*Editor's note—The term 'dwelling' is defined in the SPA planning scheme to mean:*

*"A building or part of a building used or capable of being used as a self-contained residence which must include the following:*

- (a) food preparation facilities;*
- (b) a bath or shower;*
- (c) a toilet and wash basin;*
- (d) clothes washing facilities.*

*This term includes outbuildings, structures and work normally associated with a dwelling."*

**establishment cost** for trunk infrastructure means the following:

- (a) for existing infrastructure:
  - (i) the current replacement cost of the infrastructure as reflected in Redland City Council's asset register; and
  - (ii) the current value of the land acquired for the infrastructure; or
- (b) for future infrastructure—all costs of land acquisition, financing, and design and construction, for the infrastructure.

**Equivalent Persons (EP)** means the basic unit of measurement used to equate an equivalent service demand to that of an average occupant of an average detached residential dwelling.

**Equivalent Tenements (ET)** means the basic unit of measurement used to indicate infrastructure demand for a property. The demand from each property is related to the type of development allowed on the property with a detached dwelling on a standard residential lot being 1 ET.

**existing lawful use** means an existing use which is lawful and already taking place on premises.

**extra demand** see Section 12(2)(b).

**extrinsic material for the LGIP** means the following:

- (a) extrinsic material for the planning assumptions;
- (b) extrinsic material for the applicable infrastructure network;
- (c) extrinsic material for the schedule of work model.

**financial year** means a period of one year beginning on 1 July.

**GFA** (an acronym for gross floor area) has the meaning in the SPA planning scheme.

*Editor's note—The term 'gross floor area' is defined in the SPA planning scheme to mean "The total floor area of all storeys of a building (measured from the outside of the external walls or the centre of a common wall), other than areas used for the following:*

- (a) *building services, plant and equipment;*
- (b) *access between levels;*
- (c) *ground floor public lobby;*
- (d) *a mall;*
- (e) *the parking, loading and manoeuvring of motor vehicles;*
- (f) *unenclosed private balconies whether roofed or not."*

**highest and best use advice** see Section 24(3)(b)(i).

**identified necessary trunk infrastructure criteria** see Section 19(1)(a).

**identified necessary trunk infrastructure** see Section 19(1)(a).

**impervious area** means the area of the premises that is impervious to rainfall or overland flow.

*Editor's note—Examples of areas which are not impervious to rainfall or overland flow—An area which is not sealed and comprises of compacted dirt, crusher dirt, road base, gravel, limestone or loose stone.*

**independent valuation expert** see Section 24(3)(c).

**Independent retirement facility** means premises where seniors live in independent living units or serviced units, and may share common lifestyle amenities. Personal care and support services may also be available for a fee. They are regulated by the *Retirement Villages Act 1999 and/or under a Community Title or Community Strata Scheme*.

**infrastructure planning instrument** see Section 8.

**IPA planning scheme** means the *Redlands Planning Scheme 2006*.

**levied charge** see Section 12(1).

**LGIP** means the *Redland City Plan 2018 Local Government Infrastructure Plan* as amended from time to time.

**local government** means Redland City Council.

**local government area** means the area within the jurisdiction of Redland City Council.

**local government infrastructure planning instrument** see Section 8.

**local government trunk infrastructure networks** see Section 6(2)(a).

**mall** excludes a shaded walk area with a cover above all or part of the area.

*Editor's note—Examples of a cover—  
Shade sail, hard ceiling, roof.*

**market cost** see Section 25(2).

**offset** see Section 27(a).

**original land** see Section 24(2)(a).

**original land value** see Section 24(2)(a).

**other land** see Section 23(1)(b).

**other necessary trunk infrastructure** see Section 19(b)(c).

**planned cost** means:

- (a) for work, see Section 21(3)(a);
- (b) for land, see Section 23(3)(a);

**planned estimate—land** see Section 23(3).

**planned estimate—work** see Section 21(3).

**Planning Act** see Section 3(1)

**Planning Regulation** see Section 3(2)(a).

**planning scheme** means the *Redland City Plan 2018*.

**prescribed cost** see Section 25(3).

**prescribed fee** means a cost recovery fee prescribed by Redland City Council.

**prescribed financial contribution** see Section 12(2)(c).

**prescribed form** means a form prescribed by Redland City Council.

**prescribed proportion** see Section 28(2).

**prescribed trunk infrastructure** see Section 19(1)(d).

**previous lawful use** means a previous use which was lawful at the time it was carried out and is no longer taking place on premises.

**proportional value** see Section 23(1)(c).

**rateable value** has the meaning in Section 74 (Rateable value of land) of the *Local Government Regulation 2012*.

**Redland City Council's valuer's determination** see Section 26(13)

**refund** see Section 27(b).

**remaining land** see Section 24(2).

**remaining land value** see Section 24(2)(b).

**required land** see Section 23(1).

**required work** see Section 21(1).

**resolution** means this adopted infrastructure charges resolution (No. 3.2).

**revised local government's valuation** see Section 26(4).

**Semi-dependent community residence** means residential accommodation exclusively for no more than six (6) persons who require assistance or support with daily living needs. They are administered and operated under the *Residential Services (Accreditation) Act 2002*.

**Semi-dependent retirement facility** means premises where seniors live in semi-independent living units or serviced units, and share some common facilities such as central dining. Residents may receive regular support for a range of daily activities that may include housekeeping, laundry and transportation. Personal healthcare services may also be provided. They are regulated by the *Retirement Villages Act 1999*.

**SEQ service provider** means Redland City Council which is a SEQ service provider and withdrawn council for the Southern SEQ Distributor-Retailer Authority (previously trading as Allconnex) under the SEQ Water Act.

**SEQ service provider infrastructure planning instrument** see Section 8.

**SEQ service provider trunk infrastructure networks** see Section 6(2)(b).

**SEQ Water Act** means the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009*.

**SPA planning scheme** means the Redland City Plan 2018.

*Editor's note – the SPA planning scheme was aligned with the Planning Act.*

**specified date or period** see Section 29(5)(c)(i).

**suite** means a number of connected rooms one of which is a bedroom in which an individual or a group of two or more related or unrelated people reside with the common intention to live together on a long term basis and who make common provision for food or other essentials for living.

**trunk infrastructure** has the meaning given in Schedule 2 of the *Planning Act*.

**trunk infrastructure contribution** see Section 19(1).

**trunk infrastructure network** see Section 6(2).

## Schedule 2 Adopted charges

**Table A: Adopted charge for reconfiguring a lot**

Column 1 Demand unit	Column 2 SEQ service provider proportion of prescribed amount (\$ per demand unit)		Column 2 Local government adopted charge (\$ per demand unit)
	Sewerage trunk infrastructure network for wastewater service	Water supply trunk infrastructure network for water service	Transport, public parks and land for community facilities and stormwater trunk infrastructure networks
Lot	5,500.60	366.70	30,803.40

**Table B Adopted charge for a residential use**

<b>Column 1</b> <b>Residential use under Planning Regulation</b>  <i>Editor's note— See Table 1, Column 1 of Schedule 16 of the Planning Regulation 2017.</i>	<b>Column 2</b> <b>Prescribed amount under Planning Regulation</b>  <i>Editor's note— See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>		<b>Column 3</b> <b>SEQ service provider proportion of prescribed amount (\$)</b>		<b>Column 4</b> <b>Local government adopted charge (\$)</b>
	Demand unit	(\$ per demand unit)	Sewerage trunk infrastructure network for wastewater service	Water supply trunk infrastructure network for water service	
<b>Residential charge category</b>					
Dwelling house*	1 or 2 bedroom dwelling	26,193.40	3,929.00	261.90	22,002.50
	3 or more bedroom dwelling	36,670.70	5,500.60	366.70	30,803.40
Dual occupancy	1 or 2 bedroom dwelling	26,193.40	3,929.00	261.90	22,002.50
	3 or more bedroom dwelling	36,670.70	5,500.60	366.70	30,803.40
Caretaker's accommodation	1 or 2 bedroom dwelling	26,193.40	3,929.00	261.90	22,002.50
	3 or more bedroom dwelling	36,670.70	5,500.60	366.70	30,803.40
Multiple dwelling	1 or 2 bedroom dwelling	26,193.40	3,929.00	261.90	22,002.50
	3 or more bedroom dwelling	36,670.70	5,500.60	366.70	30,803.40

<b>Column 1</b> <b>Residential use under Planning Regulation</b>  <i>Editor's note— See Table 1, Column 1 of Schedule 16 of the Planning Regulation 2017.</i>	<b>Column 2</b> <b>Prescribed amount under Planning Regulation</b>  <i>Editor's note— See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>		<b>Column 3</b> <b>SEQ service provider proportion of prescribed amount (\$)</b>		<b>Column 4</b> <b>Local government adopted charge (\$)</b>
	Demand unit	(\$ per demand unit)	Sewerage trunk infrastructure network for wastewater service	Water supply trunk infrastructure network for water service	
<p><i>*Editor's note - The Planning Regulation 2017 definition for the use term 'dwelling house' includes the administrative term of 'secondary dwelling'. Where a referral agency assessment for a secondary dwelling is required under Schedule 9, Part 3, Division 2, Table 1 (Particular class 1 and 10 buildings and structures involving possible amenity and aesthetic impacts), the local government adopted charge for a 'dwelling house' will be levied for the secondary dwelling as a result of non-compliance with Item 4, Probable Solution P1 of the Amenity and Aesthetics Guideline. In such circumstances the charge will be levied following the issue of a development approval (for material change or use or building works.) The relevant charge will be as follows:</i></p> <ul style="list-style-type: none"> <li><i>Where the gross floor area of the secondary dwelling is 85m<sup>2</sup> or greater and up to and including 112m<sup>2</sup> – 30% of the dwelling house charge; or</i></li> <li><i>Where the gross floor area of the secondary dwelling is greater than 112m<sup>2</sup> - 50% of the dwelling house charge; or</i></li> <li><i>Where in the rural zone and the lot size is 6,000m<sup>2</sup> or more and the gross floor area of the secondary dwelling is 160m<sup>2</sup> or greater – 30% of the dwelling house charge.</i></li> </ul> <p><i>This editor's note took effect on 1 February 2024.</i></p>					
<b>Accommodation (short-term) charge category</b>					
Hotel (residential component)	Suite with 1 or 2 bedrooms	13,096.60	1,964.40	131.00	11,001.20
	Suite with 3 or more bedrooms	18,335.20	2,750.10	183.40	15,401.70
	Bedroom that is not within a suite	13,096.60	1,964.40	131.00	11,001.20
Resort complex (residential component)	Suite with 1 or 2 bedrooms	13,096.60	1,964.40	131.00	11,001.20
	Suite with 3 or more bedrooms	18,335.20	2,750.10	183.40	15,401.70

<b>Column 1</b> <b>Residential use under Planning Regulation</b>  <i>Editor's note— See Table 1, Column 1 of Schedule 16 of the Planning Regulation 2017.</i>	<b>Column 2</b> <b>Prescribed amount under Planning Regulation</b>  <i>Editor's note— See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>		<b>Column 3</b> <b>SEQ service provider proportion of prescribed amount (\$)</b>		<b>Column 4</b> <b>Local government adopted charge (\$)</b>
	Demand unit	(\$ per demand unit)	Sewerage trunk infrastructure network for wastewater service	Water supply trunk infrastructure network for water service	
	Bedroom that is not within a suite	13,096.60	1,964.40	131.00	11,001.20
Short-term accommodation	Suite with 1 or 2 bedrooms	13,096.60	1,964.40	131.00	11,001.20
	Suite with 3 or more bedrooms	18,335.20	2,750.10	183.40	15,401.70
	Bedroom that is not within a suite	13,096.60	1,964.40	131.00	11,001.20
Tourist park	For each group of 2 tent or caravan sites or less	13,096.60	1,964.40	131.00	11,001.20
	For each group of 3 tent or caravan sites	18,335.20	2,750.10	183.40	15,401.70
	1 or 2 bedroom cabin	13,096.60	1,964.40	131.00	11,001.20
	3 or more bedroom cabin	18,335.20	2,750.10	183.40	15,401.70

Column 1 Residential use under Planning Regulation  <i>Editor's note— See Table 1, Column 1 of Schedule 16 of the Planning Regulation 2017.</i>	Column 2 Prescribed amount under Planning Regulation  <i>Editor's note— See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>		Column 3 SEQ service provider proportion of prescribed amount (\$)		Column 4 Local government adopted charge (\$)
	Demand unit	(\$ per demand unit)	Sewerage trunk infrastructure network for wastewater service	Water supply trunk infrastructure network for water service	
<b>Accommodation (long-term) charge category</b>					
Community residence	Suite with 1 or 2 bedrooms	26,193.40	3,929.00	261.90	22,002.50
	Suite with 3 or more bedrooms	36,670.70	5,500.60	366.70	30,803.40
	Bedroom that is not within a suite	26,193.40	3,929.00	261.90	22,002.50
Relocatable home park	1 or 2 bedroom relocatabl e dwelling site	26,193.40	3,929.00	261.90	22,002.50
	3 or more bedroom relocatabl e dwelling site	36,670.70	5,500.60	366.70	30,803.40
Retirement facility	Suite with 1 or 2 bedrooms	26,193.40	3,929.00	261.90	22,002.50
	Suite with 3 or more bedrooms	36,670.70	5,500.60	366.70	30,803.40
	Bedroom that is not within a suite	26,193.40	3,929.00	261.90	22,002.50

<b>Column 1</b> <b>Residential use under Planning Regulation</b>  <i>Editor's note— See Table 1, Column 1 of Schedule 16 of the Planning Regulation 2017.</i>	<b>Column 2</b> <b>Prescribed amount under Planning Regulation</b>  <i>Editor's note— See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>		<b>Column 3</b> <b>SEQ service provider proportion of prescribed amount (\$)</b>		<b>Column 4</b> <b>Local government adopted charge (\$)</b>
	<b>Demand unit</b>	<b>(\$ per demand unit)</b>	<b>Sewerage trunk infrastructure network for wastewater service</b>	<b>Water supply trunk infrastructure network for water service</b>	
Rooming accommodation	Suite with 1 or 2 bedrooms	26,193.40	3,929.00	261.90	22,002.50
	Suite with 3 or more bedrooms	36,670.70	5,500.60	366.70	30,803.40
	Bedroom that is not within a suite	26,193.40	3,929.00	261.90	22,002.50

**Table C Adopted charge for a non-residential use**

Column 1 Non-residential use under Planning Regulation	Column 2 Trunk infrastructure networks other than stormwater (\$ per demand unit of m <sup>2</sup> of GFA)				Column 3 Stormwater trunk infrastructure network (\$ per demand unit of m <sup>2</sup> of impervious area)	
	Prescribed amount under Planning Regulation	SEQ service provider proportion of prescribed amount		Local government adopted charge	Prescribed amount under Planning Regulation	Local government adopted charge
		Sewerage	Water supply	Transport and public parks and land for community facilities		
<i>Editor's note—See Table 1, Column 1 of Schedule 16 of the Planning Regulation 2017.</i>						
	<i>Editor's note—See Table 1, Column 2 of the Planning Regulation 2017.</i>				<i>Editor's note—See Table 1, Column 2 of the Planning Regulation 2017.</i>	
<b>Places of assembly charge category</b>						
Club	91.75	13.75	0.90	77.10	13.10	13.10
Community use	91.75	13.75	0.90	77.10	13.10	13.10
Function facility	91.75	13.75	0.90	77.10	13.10	13.10
Funeral parlour	91.75	13.75	0.90	77.10	13.10	13.10
Place of worship	91.75	13.75	0.90	77.10	13.10	13.10
<b>Commercial (bulk goods) charge category</b>						
Agricultural supplies store	183.35	27.50	1.80	154.05	13.10	13.10
Bulk landscape supplies	183.35	27.50	1.80	154.05	13.10	13.10
Garden centre	183.35	27.50	1.80	154.05	13.10	13.10
Hardware and trade supplies	183.35	27.50	1.80	154.05	13.10	13.10
Outdoor sales	183.35	27.50	1.80	154.05	13.10	13.10

Column 1 Non-residential use under Planning Regulation	Column 2 Trunk infrastructure networks other than stormwater (\$ per demand unit of m <sup>2</sup> of GFA)				Column 3 Stormwater trunk infrastructure network (\$ per demand unit of m <sup>2</sup> of impervious area)	
	Prescribed amount under Planning Regulation	SEQ service provider proportion of prescribed amount		Local government adopted charge	Prescribed amount under Planning Regulation	Local government adopted charge
		Sewerage	Water supply	Transport and public parks and land for community facilities		
<i>Editor's note—See Table 1, Column 1 of Schedule 16 of the Planning Regulation 2017.</i>	<i>Editor's note—See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>				<i>Editor's note—See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>	
Showroom	183.35	27.50	1.80	154.05	13.10	13.10
<b>Commercial (retail) charge category</b>						
Adult store	235.75	35.35	2.40	198.00	13.10	13.10
Food and drink outlet	235.75	35.35	2.40	198.00	13.10	13.10
Service industry	235.75	35.35	2.40	198.00	13.10	13.10
Service station	235.75	35.35	2.40	198.00	13.10	13.10
Shop	235.75	35.35	2.40	198.00	13.10	13.10
Shopping centre	235.75	35.35	2.40	198.00	13.10	13.10
<b>Commercial (office) charge category</b>						
Office	183.35	27.50	1.80	154.05	13.10	13.10
<b>Education facility</b>						
Child care centre	183.35	27.50	1.80	154.05	13.10	13.10
Community care centre	183.35	27.50	1.80	154.05	13.10	13.10
Educational establishment	183.35	27.50	1.80	154.05	13.10	13.10

Column 1 Non-residential use under Planning Regulation	Column 2 Trunk infrastructure networks other than stormwater (\$ per demand unit of m <sup>2</sup> of GFA)				Column 3 Stormwater trunk infrastructure network (\$ per demand unit of m <sup>2</sup> of impervious area)	
	Prescribed amount under Planning Regulation	SEQ service provider proportion of prescribed amount		Local government adopted charge	Prescribed amount under Planning Regulation	Local government adopted charge
		Sewerage	Water supply	Transport and public parks and land for community facilities		
<i>Editor's note—See Table 1, Column 1 of Schedule 16 of the Planning Regulation 2017.</i>						
	<i>Editor's note—See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>				<i>Editor's note—See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>	
<b>Entertainment charge category</b>						
Hotel (non-residential component)	261.90	39.30	2.60	220.00	13.10	13.10
Nightclub entertainment facility	261.90	39.30	2.60	220.00	13.10	13.10
Resort complex (non residential component)	261.90	39.30	2.60	220.00	13.10	13.10
Theatre	261.90	39.30	2.60	220.00	13.10	13.10
<b>Indoor sport and recreational facility charge category</b>						
Indoor sport and recreation facility	261.90	39.30	2.60	220.00	13.10	13.10
	26.15 for court areas	3.85	0.30	22.00	13.10	13.10
<b>Other industry charge category</b>						
Low impact industry	65.45	9.75	0.70	55.00	13.10	13.10
Medium impact industry	65.45	9.75	0.70	55.00	13.10	13.10
Research and	65.45	9.75	0.70	55.00	13.10	13.10

Column 1 Non-residential use under Planning Regulation	Column 2 Trunk infrastructure networks other than stormwater (\$ per demand unit of m <sup>2</sup> of GFA)				Column 3 Stormwater trunk infrastructure network (\$ per demand unit of m <sup>2</sup> of impervious area)	
	Prescribed amount under Planning Regulation	SEQ service provider proportion of prescribed amount		Local government adopted charge	Prescribed amount under Planning Regulation	Local government adopted charge
		Sewerage	Water supply	Transport and public parks and land for community facilities		
<i>Editor's note—See Table 1, Column 1 of Schedule 16 of the Planning Regulation 2017.</i>	<i>Editor's note—See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>				<i>Editor's note—See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>	
technology industry						
Rural industry	65.45	9.75	0.70	55.00	13.10	13.10
Warehouse	65.45	9.75	0.70	55.00	13.10	13.10
Marine industry	65.45	9.75	0.70	55.00	13.10	13.10
<b>High impact industry or special industry charge category</b>						
High impact industry	91.75	13.75	0.90	77.10	13.10	13.10
Special industry	91.75	13.75	0.90	77.10	13.10	13.10
<b>Low impact rural charge category</b>						
Uses in the low impact rural charge category	The prescribed amount under the Planning Regulation and adopted charges under this resolution is nil. <i>Editor's note—See schedule 16, column 2 of the Planning Regulation.</i>					
<b>High impact rural charge category</b>						
Cultivating, in a confined area, aquatic animals or plants for sale	26.15	0	0.30	25.85	Nil charge	0
Intensive animal industry	26.15	0	0.30	25.85	Nil charge	0

Column 1 Non-residential use under Planning Regulation	Column 2 Trunk infrastructure networks other than stormwater (\$ per demand unit of m <sup>2</sup> of GFA)				Column 3 Stormwater trunk infrastructure network (\$ per demand unit of m <sup>2</sup> of impervious area)	
	Prescribed amount under Planning Regulation  <i>Editor's note—See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>	SEQ service provider proportion of prescribed amount		Local government adopted charge	Prescribed amount under Planning Regulation  <i>Editor's note—See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>	Local government adopted charge
Sewerage		Water supply	Transport and public parks and land for community facilities			
Intensive horticulture	26.15	0	0.30	25.85	Nil charge	0
Wholesale nursery	26.15	0	0.30	25.85	Nil charge	0
Winery	26.15	0	0.30	25.85	Nil charge	0
<b>Essential services charge category</b>						
Correctional facility	183.35	27.50	1.80	154.05	13.10	13.10
Emergency services	183.35	27.50	1.80	154.05	13.10	13.10
Health care service	183.35	27.50	1.80	154.05	13.10	13.10
Hospital	183.35	27.50	1.80	154.05	13.10	13.10
Residential care facility	183.35	27.50	1.80	154.05	13.10	13.10
Veterinary service	183.35	27.50	1.80	154.05	13.10	13.10
<b>Minor uses charge category</b>						
Uses in the minor uses charge category	The prescribed amount under Planning Regulation and adopted charges under this resolution is nil.  <i>Editor's note—See schedule 16, column 2 of the Planning Regulation.</i>  <i>Editor's note—The non-residential use 'Sales office' is deemed to be included in the 'Minor uses charge category' for the purposes of adopted charges under this resolution.</i>					

<b>Column 1</b> <b>Non-residential use under Planning Regulation</b>	<b>Column 2</b> <b>Trunk infrastructure networks other than stormwater (\$ per demand unit of m<sup>2</sup> of GFA)</b>			<b>Column 3</b> <b>Stormwater trunk infrastructure network (\$ per demand unit of m<sup>2</sup> of impervious area)</b>	
<i>Editor's note—See Table 1, Column 1 of Schedule 16 of the Planning Regulation 2017.</i>	<b>Prescribed amount under Planning Regulation</b>  <i>Editor's note—See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>	<b>SEQ service provider proportion of prescribed amount</b>		<b>Local government adopted charge</b>	<b>Prescribed amount under Planning Regulation</b>  <i>Editor's note—See Table 1, Column 2 of Schedule 16 of the Planning Regulation 2017.</i>
		<b>Sewerage</b>	<b>Water supply</b>	<b>Transport and public parks and land for community facilities</b>	
<b>Other uses charge category</b>					
<b>Uses in the other uses charge category</b>	The prescribed amount under the Planning Regulation and adopted charges under this resolution are those which are applicable to the charge category that the local government decides should apply for the use.  <i>Editor's note—See schedule 16, column 2 of the Planning Regulation.</i>				

### Schedule 3 Applicable uses under the planning scheme

<b>Column 1</b> Charge category under the <i>Planning Regulation</i>	<b>Column 2</b> Use under the <i>Planning Regulation</i>	<b>Column 3</b> Use under the <i>IPA</i> planning scheme	<b>Column 4</b> Use under the <i>SPA</i> planning scheme
<i>Editor's note—See Table 1 of Schedule 16 of the Planning Regulation.</i>	<i>Editor's note—See Table 1, Column 1 of Schedule 16 of the Planning Regulation.</i>	<i>Editor's note—See Redlands Planning Scheme 2006.</i>	<i>Editor's note—See Redland City Plan 2018.</i>
<b>Residential use</b>			
Residential	Dwelling house	Dwelling house (including a Relatives Apartment)	Dwelling house
	Dual occupancy	Dual occupancy	Dual occupancy
	Caretaker's accommodation	Caretaker's dwelling	Caretaker's accommodation
	Multiple dwelling	Multiple dwelling; Apartment building	Multiple dwelling
	Other use	No defined use	Dwelling unit
Accommodation (short-term)	Hotel	Hotel (residential component);	Hotel (residential component)
	Resort complex	Tourist Accommodation	Resort complex (residential component)
	Short-term accommodation	Tourist accommodation	Short-term accommodation
	Tourist park	Tourist park	Tourist park
Accommodation (long-term)	Community residence	Aged persons and special needs housing (community residence)	Community residence
	Relocatable home park	Mobile home park	Relocatable home park
	Retirement facility	Aged persons and special needs housing (independent)	Retirement facility

<b>Column 1</b> Charge category under the <i>Planning Regulation</i>  <i>Editor's note—See Table 1 of Schedule 16 of the Planning Regulation.</i>	<b>Column 2</b> Use under the <i>Planning Regulation</i>  <i>Editor's note—See Table 1, Column 1 of Schedule 16 of the Planning Regulation.</i>	<b>Column 3</b> Use under the <i>IPA</i> planning scheme  <i>Editor's note—See Redlands Planning Scheme 2006.</i>	<b>Column 4</b> Use under the <i>SPA</i> planning scheme  <i>Editor's note—See Redland City Plan 2018.</i>
	Rooming accommodation	No defined use	Rooming accommodation
	Other use	No defined use	Educational establishment (on-site accommodation); Non-resident workforce accommodation ; Rural worker's accommodation
<b>Non-residential use</b>			
Places of assembly	Club	No defined use	Club
	Community use	Community facility	Community use
	Function facility	Indoor recreation facility (function or convention centre)	Function facility
	Funeral parlour	Funeral parlour	Funeral parlour
	Place of worship	Place of worship	Place of worship
Commercial (bulk goods)	Agricultural supplies store	Produce store	Agricultural supplies store
	Bulk landscape supplies	Landscape supply depot	Bulk landscape supplies
	Garden centre	Garden centre	Garden centre
	Hardware and trade supplies	Display and sales activity	Hardware and trade supplies
	Outdoor sales	Display and sales activity	Outdoor sales
	Showroom	Bulky goods showroom	Showroom
Commercial (retail)	Adult store	Shop (adult store)	Adult store
	Food and drink outlet	Refreshment establishment; Drive through restaurant	Food and drink outlet

<b>Column 1</b> Charge category under the <i>Planning Regulation</i>  <i>Editor's note—See Table 1 of Schedule 16 of the Planning Regulation.</i>	<b>Column 2</b> Use under the <i>Planning Regulation</i>  <i>Editor's note—See Table 1, Column 1 of Schedule 16 of the Planning Regulation.</i>	<b>Column 3</b> Use under the <i>IPA</i> planning scheme  <i>Editor's note—See Redlands Planning Scheme 2006.</i>	<b>Column 4</b> Use under the <i>SPA</i> planning scheme  <i>Editor's note—See Redland City Plan 2018.</i>
	Service industry	Service industry	Service industry
	Service station	Service station	Service station
	Shop	Shop; Retail warehouse	Shop
	Shopping centre	Shop	Shopping centre
	Other uses	Car wash facility	Car wash
Commercial (office)	Office	Commercial office	Office
Education facility	Child care centre	Child care centre	Child care centre
	Community care centre	Community facility (welfare centre, community health centre or respite care centre)	Community care centre
	Educational establishment	Education facility	Education
Entertainment	Hotel (non-residential component)	Hotel (non-residential component)	Hotel (non-residential component)
	Nightclub entertainment facility	Nightclub	Nightclub entertainment facility
	Resort complex	Indoor recreation facility (other than a theatre or cinema); Outdoor recreation facility	Resort complex
	Theatre	Indoor recreation facility (theatre or cinema)	Theatre
	Other uses	No defined use	Bar
Indoor sport and recreational	Indoor sport and recreation	Indoor recreation facility (sport and recreation)	Indoor sport and recreation

<b>Column 1</b> Charge category under the <i>Planning Regulation</i>  <i>Editor's note—See Table 1 of Schedule 16 of the Planning Regulation.</i>	<b>Column 2</b> Use under the <i>Planning Regulation</i>  <i>Editor's note—See Table 1, Column 1 of Schedule 16 of the Planning Regulation.</i>	<b>Column 3</b> Use under the <i>IPA</i> planning scheme  <i>Editor's note—See Redlands Planning Scheme 2006.</i>	<b>Column 4</b> Use under the <i>SPA</i> planning scheme  <i>Editor's note—See Redland City Plan 2018.</i>
Industry	Low impact industry	Vehicle repair premises	Low impact industry
	Medium impact industry	General industry	Medium impact industry
	Research and technology industry	No defined use	Research and technology industry
	Rural industry	Rural enterprise	Rural industry
	Warehouse	Warehouse	Warehouse
	Marine industry	Marine services (other than a marina or ferry terminal)	Marine industry
	Other uses	Vehicle depot	Transport depot
High impact industry	High impact industry	Heavy industry	High impact industry
	Special industry	High impact industry	Special industry
Low impact rural	Animal husbandry	Agriculture (livestock production and dairying)	Animal husbandry
	Cropping	Agriculture (horticulture)	Cropping
	Permanent plantation	Forestry	Permanent plantation
	Wind farm	Utility installation (wind farm)	Renewable energy facility
High impact rural	Cultivating, in a confined area, aquatic animals and plants for sale	Intensive agriculture (aquaculture)	Aquaculture
	Intensive animal industry	Intensive agriculture (livestock production)	Intensive animal industry
	Intensive horticulture	Intensive agriculture (horticulture)	Intensive horticulture

<b>Column 1</b> Charge category under the <i>Planning Regulation</i>  <i>Editor's note—See Table 1 of Schedule 16 of the Planning Regulation.</i>	<b>Column 2</b> Use under the <i>Planning Regulation</i>  <i>Editor's note—See Table 1, Column 1 of Schedule 16 of the Planning Regulation.</i>	<b>Column 3</b> Use under the <i>IPA</i> planning scheme  <i>Editor's note—See Redlands Planning Scheme 2006.</i>	<b>Column 4</b> Use under the <i>SPA</i> planning scheme  <i>Editor's note—See Redland City Plan 2018.</i>
	Wholesale nursery	No defined use	Wholesale nursery
	Winery	General industry (food processing)	Winery
Essential services	Correctional facility	Institution	Correctional facility
	Emergency services	Emergency services	Emergency services
	Health care services	Health care centre	Health care services
	Hospital	Hospital	Hospital
	Residential care facility	Aged persons and special needs housing (residential care facility)	Residential care facility
	Veterinary service	Veterinary surgery	Veterinary service
Other uses	Air services	Airport	Air services
	Animal keeping	Animal keeping	Animal keeping
	Car park	Vehicle parking station	Parking station
	Crematorium	Funeral parlour (crematorium)	Crematorium
	Extractive industry	Extractive industry	Extractive industry
	Major sport, recreation and entertainment facility	No defined use	Major sport, recreation and entertainment facility
	Motor sport	No defined use	Motor sport
	Non-resident workforce accommodation	No defined use	Non-resident workforce accommodation
	Outdoor sport and recreation	Outdoor recreation facility (including ancillary club)	Outdoor sport and recreation

<b>Column 1</b> Charge category under the <i>Planning Regulation</i>  <i>Editor's note—See Table 1 of Schedule 16 of the Planning Regulation.</i>	<b>Column 2</b> Use under the <i>Planning Regulation</i>  <i>Editor's note—See Table 1, Column 1 of Schedule 16 of the Planning Regulation.</i>	<b>Column 3</b> Use under the <i>IPA</i> planning scheme  <i>Editor's note—See Redlands Planning Scheme 2006.</i>	<b>Column 4</b> Use under the <i>SPA</i> planning scheme  <i>Editor's note—See Redland City Plan 2018.</i>
	Port service	Marine services	Port services
	Tourist attraction	No defined use	Tourist attraction
	Utility installation	Utility installation; Minor utility; Passenger terminal (other than a port)	Utility installation
	Any other use not listed in column 2, including a use that is unknown	Brothel; Outdoor dining; Small lot house	Brothel; Environment facility; Major electricity infrastructure; Nature-based tourism; Substation
Minor uses	Advertising device	No defined use	No defined use
	Cemetery	Cemetery	Cemetery
	Home based business	Home business; Bed and breakfast	Home based business
	Landing	Marine services	Landing
	Market	Shop (market)	Market
	Outdoor lighting	No defined use	No defined use
	Park	Park	Park
	Roadside stall	Roadside stall	Roadside stall
	Sales office	Display dwelling; Estate sales office	Sales office
	Telecommunications facility	Telecommunications facility	Telecommunications facility
	Temporary use	Temporary use	Temporary use
	Other use	No defined use	Outstation

**Schedule 4 Applied adopted charges for particular uses**

<p><b>Column 1</b> Charges category under the <i>Planning Regulation</i></p> <p><i>Editor's note—See Table 1, Column 1 of Schedule 16 of the Planning Regulation.</i></p>	<p><b>Column 2</b> Use under the <i>IPA</i> planning scheme</p> <p><i>Editor's note—See Redlands Planning Scheme 2006.</i></p>	<p><b>Column 3</b> Use under the <i>SPA</i> planning scheme</p> <p><i>Editor's note—See Redland City Plan 2018.</i></p>	<p><b>Column 4</b> Applied local government adopted charge (\$ per demand unit)</p>	<p><b>Column 5</b> Applied SEQ service provider proportion of prescribed amount (\$ per demand unit)</p>
<p>Commercial (bulk goods)</p>	<p>Produce store (if in the Rural Non-urban Zone) where not connected to a SEQ service provider trunk infrastructure network</p>	<p>Agricultural supplies store (if in the Rural Non-urban Zone) where not connected to a SEQ service provider trunk infrastructure network</p>	<p>63.30 per m<sup>2</sup> GFA plus 0 per impervious m<sup>2</sup> for stormwater</p>	<p>Nil</p>

<b>Column 1</b> <b>Charges category</b> <b>under the Planning</b> <b>Regulation</b>  <i>Editor's note—See</i> <i>Table 1, Column 1 of</i> <i>Schedule 16 of the</i> <i>Planning Regulation.</i>	<b>Column 2</b> <b>Use under the IPA</b> <b>planning scheme</b>  <i>Editor's note—See</i> <i>Redlands Planning</i> <i>Scheme 2006.</i>	<b>Column 3</b> <b>Use under the</b> <b>SPA planning</b> <b>scheme</b>  <i>Editor's note—</i> <i>See Redland City</i> <i>Plan 2018.</i>	<b>Column 4</b> <b>Applied local</b> <b>government</b> <b>adopted charge</b> <b>(\$ per demand</b> <b>unit)</b>	<b>Column 5</b> <b>Applied SEQ</b> <b>service provider</b> <b>proportion of</b> <b>prescribed amount</b> <b>(\$ per demand unit)</b>
	Produce store (if in the Rural Non-urban Zone) where connected to a SEQ service provider trunk infrastructure network	Agricultural supplies store (if in the Rural Non-urban Zone) where connected to a SEQ service provider trunk infrastructure network	62.10 per m <sup>2</sup> GFA plus 0 per impervious m <sup>2</sup> for stormwater	0.63 per m <sup>2</sup> GFA

*Editor's note – The rates in this schedule are derived from typical charge for the respective use types calculated using the former Planning Scheme Policy 3 Contributions and Security Bonding (Redland Planning Scheme version 4.1) and indexed periodically.*

### Schedule 5 Identified trunk infrastructure criteria for conversion applications

Column 1 Trunk infrastructure network	Column 2 Identified trunk infrastructure criteria
<b>Local government trunk infrastructure networks</b>	
Transport trunk infrastructure network	<p><b>Local roads trunk infrastructure</b></p> <p>Trunk infrastructure for the local roads network includes land and work limited to the following infrastructure items identified in the LGIP:</p> <ul style="list-style-type: none"> <li>(a) new and upgraded major roads being arterial, sub-arterial and major collector roads; and</li> <li>(b) within a major road, associated intersections, traffic lights, islands, signage, barriers, road marking, lighting, bridges, culverts, kerb and channel, local road drainage, pedestrian footpaths and cycleways within the road reserve and on road cycleways provided in accordance with Redland City Council guidelines.</li> </ul> <p>Trunk infrastructure for the local roads network does not include land and work for the following:</p> <ul style="list-style-type: none"> <li>(a) upgrades of a State-controlled road;</li> <li>(b) upgrades of a major road that is primarily related to serving a development of a premises, such as an acceleration or deceleration lane, turn lanes or traffic signals that primarily serve traffic entering or exiting the development project;</li> <li>(c) an existing trunk road infrastructure item;</li> <li>(d) upgrades of a local government road (non major road) other than a major road;</li> <li>(e) upgrades of a non major road, other than work for an intersection of a major road and a non major road if the work expands the capacity of the major road;</li> <li>(f) road infrastructure that is limited to performing one of the following functions:                             <ul style="list-style-type: none"> <li>(i) road infrastructure that is internal to a development; or</li> <li>(ii) road infrastructure that connects a development to the external road infrastructure network.</li> </ul> </li> </ul>

Column 1 Trunk infrastructure network	Column 2 Identified trunk infrastructure criteria																		
<b>Local government trunk infrastructure networks</b>																			
	<p><b>Cycleways trunk infrastructure</b></p> <p>Trunk infrastructure for the cycleways and shared pathway network includes land and work for primary and strategic on-road and off-road linkages limited to the following infrastructure items identified in the LGIP:</p> <p>(a) Primary Cycle and Pedestrian Network; and</p> <table border="1" data-bbox="783 734 1347 1870"> <thead> <tr> <th colspan="2" data-bbox="783 734 1347 786"><b>PRIMARY CYCLING AND PEDESTRIAN NETWORK</b></th> </tr> <tr> <th data-bbox="783 786 983 837">Network Type</th> <th data-bbox="983 786 1347 837">Network Component</th> </tr> </thead> <tbody> <tr> <td data-bbox="783 837 983 896"><i>On-Road</i></td> <td data-bbox="983 837 1347 896"><i>Road Corridor linkages:</i></td> </tr> <tr> <td data-bbox="783 896 983 1218"></td> <td data-bbox="983 896 1347 1218"> <ul style="list-style-type: none"> <li>• Within major Council roads being arterial, sub-arterial and major collector roads</li> <li>• Dedicated cycle lanes which provide a framework to connect principal and major centers city-wide</li> <li>• South East Queensland Principal Cycle Network (Redland City) within local road reserves</li> </ul> </td> </tr> <tr> <td data-bbox="783 1218 983 1270"><i>Off-Road</i></td> <td data-bbox="983 1218 1347 1270"><i>Road Corridor Linkages</i></td> </tr> <tr> <td data-bbox="783 1270 983 1713"></td> <td data-bbox="983 1270 1347 1713"> <ul style="list-style-type: none"> <li>• Within major Council roads being arterial, sub-arterial and major collector roads</li> <li>• Shared path links to connect principal and major centers</li> </ul> <p><i>Road Corridor &amp; Open Space Linkages</i></p> <ul style="list-style-type: none"> <li>• South East Queensland Principal Cycle Network (Redland City) within local road reserves</li> <li>• Moreton Bay Cycleway</li> <li>• Strategic tourist routes</li> </ul> </td> </tr> <tr> <th colspan="2" data-bbox="783 1713 1347 1765"><b>LOCAL CYCLING AND PEDESTRIAN NETWORK</b></th> </tr> <tr> <th data-bbox="783 1765 983 1816">Network Type</th> <th data-bbox="983 1765 1347 1816">Network Component</th> </tr> <tr> <td data-bbox="783 1816 983 1870"><i>On-Road</i></td> <td data-bbox="983 1816 1347 1870"><i>Road Corridor linkages:</i></td> </tr> </tbody> </table>	<b>PRIMARY CYCLING AND PEDESTRIAN NETWORK</b>		Network Type	Network Component	<i>On-Road</i>	<i>Road Corridor linkages:</i>		<ul style="list-style-type: none"> <li>• Within major Council roads being arterial, sub-arterial and major collector roads</li> <li>• Dedicated cycle lanes which provide a framework to connect principal and major centers city-wide</li> <li>• South East Queensland Principal Cycle Network (Redland City) within local road reserves</li> </ul>	<i>Off-Road</i>	<i>Road Corridor Linkages</i>		<ul style="list-style-type: none"> <li>• Within major Council roads being arterial, sub-arterial and major collector roads</li> <li>• Shared path links to connect principal and major centers</li> </ul> <p><i>Road Corridor &amp; Open Space Linkages</i></p> <ul style="list-style-type: none"> <li>• South East Queensland Principal Cycle Network (Redland City) within local road reserves</li> <li>• Moreton Bay Cycleway</li> <li>• Strategic tourist routes</li> </ul>	<b>LOCAL CYCLING AND PEDESTRIAN NETWORK</b>		Network Type	Network Component	<i>On-Road</i>	<i>Road Corridor linkages:</i>
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Column 1 Trunk infrastructure network	Column 2 Identified trunk infrastructure criteria					
<b>Local government trunk infrastructure networks</b>						
		<table border="1"> <tr> <td data-bbox="986 486 1366 555">Dedicated cycle lanes connecting township and suburb catchments</td> </tr> <tr> <td data-bbox="986 555 1366 714">Dedicated on-road cycle lanes connecting local and district shopping centers, secondary schools and key employment nodes</td> </tr> <tr> <td data-bbox="986 714 1366 770"><i>Off-Road</i> <b>Road Corridor Linkages:</b></td> </tr> <tr> <td data-bbox="986 770 1366 848">Shared paths connecting township and suburb catchments</td> </tr> </table>	Dedicated cycle lanes connecting township and suburb catchments	Dedicated on-road cycle lanes connecting local and district shopping centers, secondary schools and key employment nodes	<i>Off-Road</i> <b>Road Corridor Linkages:</b>	Shared paths connecting township and suburb catchments
Dedicated cycle lanes connecting township and suburb catchments						
Dedicated on-road cycle lanes connecting local and district shopping centers, secondary schools and key employment nodes						
<i>Off-Road</i> <b>Road Corridor Linkages:</b>						
Shared paths connecting township and suburb catchments						
	<p>(b) associated lighting, culverts, bridges, directional information signage and surface marking.</p> <p>Trunk infrastructure for the cycleways and shared pathway network does not include the following on-road and off-road cycleway and pedestrian infrastructure:</p> <ul style="list-style-type: none"> <li>(a) cycleways and pedestrian pathways within the road reserve of a State controlled road;</li> <li>(b) an existing trunk cycleway or shared pathway infrastructure item;</li> <li>(c) cycleway and shared pathway infrastructure that is limited to performing one of the following functions:                             <ul style="list-style-type: none"> <li>(i) cycleway and shared pathway infrastructure that is internal to a development; or</li> <li>(ii) cycleway and shared pathway infrastructure that connects a development to the external cycleway and shared pathway infrastructure network.</li> </ul> </li> </ul>					
	<p><b>Public transport (bus stops)</b></p> <p>Trunk infrastructure for the bus stops network includes work limited to the following infrastructure items identified in the LGIP:</p> <ul style="list-style-type: none"> <li>(a) within major Council roads being arterial, sub-arterial and major collector roads, associated bay, shelter, gutter mesh, electrical connection, seating, and transport information signage provided in accordance with Redland City Council guidelines</li> </ul>					

Column 1 Trunk infrastructure network	Column 2 Identified trunk infrastructure criteria
<b>Local government trunk infrastructure networks</b>	
	<p>and Disability Standards for Accessible Public Transport; and</p> <p>(b) serving a minimum catchment of 800 EP within 400m of the bus stop.</p> <p>Trunk infrastructure for the bus stops network does not include work for the following:</p> <p>(a) an existing trunk bus stop infrastructure item;</p> <p>(b) public transport infrastructure that is limited to performing one of the following functions:</p> <p style="padding-left: 40px;">(i) public transport infrastructure that is internal to a development; or</p> <p style="padding-left: 40px;">(ii) public transport infrastructure that connects a development to the external public transport network.</p>
Public parks and land for community facilities trunk infrastructure network	<p><b>Public parks trunk infrastructure</b></p> <p>Trunk infrastructure for the public parks network being land and work for destination, community, neighbourhood and sporting parks for formal and informal recreation and sporting purposes limited to the infrastructure items identified in the LGIP.</p> <p>Trunk infrastructure for the public parks network does not include land and works for the following:</p> <p>(a) land and work for parks which exceed the desired standards of service stated in the LGIP;</p> <p>(b) an existing park infrastructure item;</p> <p>(c) parks infrastructure that is limited to performing one of the following functions:</p> <p style="padding-left: 40px;">(i) parks infrastructure that is internal to a development; or</p> <p style="padding-left: 40px;">(ii) parks infrastructure that connects a development to the external parks network.</p>
	<p><b>Land for community facilities trunk infrastructure</b></p> <p>Trunk infrastructure for the land for community facilities network including land and basic work associated with site</p>

Column 1 Trunk infrastructure network	Column 2 Identified trunk infrastructure criteria
<b>Local government trunk infrastructure networks</b>	
	<p>clearing and connection to services for community facilities limited to the infrastructure items identified in the LGIP.</p> <p>Trunk infrastructure for the land for community facilities network does not include land and basic work for the following:</p> <ul style="list-style-type: none"> <li>(a) an existing community facilities infrastructure item; or</li> <li>(b) land and basic work for community facilities infrastructure that performs one of the following functions:                             <ul style="list-style-type: none"> <li>(i) land and basic work for community facilities infrastructure that is internal to a development; or</li> <li>(ii) land and basic work for community facilities infrastructure that connects a development to the external land for community facilities network.</li> </ul> </li> </ul>
Stormwater trunk infrastructure network	<p><b>Stormwater trunk infrastructure</b></p> <p>Trunk infrastructure for the stormwater network being land and work limited to the following items identified in the LGIP:</p> <ul style="list-style-type: none"> <li>(a) stormwater infrastructure with capacity to service multiple premises not subject to the same or related development approval;</li> <li>(b) piped drainage necessary to service an upstream post development urbanised catchment greater than 1ha in size and associated manholes, culverts, inlets, outlets, and scour protection; and</li> <li>(c) regional stormwater quality improvement devices, retention basins, detention basins and gross pollutant traps.</li> </ul> <p>Trunk infrastructure for the stormwater network does not include land and work for the following:</p> <ul style="list-style-type: none"> <li>(a) trunk infrastructure already included in local road network;</li> <li>(b) an existing stormwater infrastructure item;</li> </ul>

Column 1 Trunk infrastructure network	Column 2 Identified trunk infrastructure criteria
<b>Local government trunk infrastructure networks</b>	
	<ul style="list-style-type: none"> <li>(c) minor stormwater piped drainage less than the minimum size stated in QUDM to be contributed to local governments;</li> <li>(d) inter-allotment drainage;</li> <li>(e) bank stabilisation, erosion protection and revegetation which is the direct result of the increase in demand caused by the development;</li> <li>(f) stormwater infrastructure that performs one of the following functions:                             <ul style="list-style-type: none"> <li>(i) stormwater infrastructure that is internal to a development; or</li> <li>(ii) stormwater infrastructure that connects a development to the external stormwater infrastructure network.</li> </ul> </li> </ul>

Column 1 Trunk infrastructure network	Column 2 Identified trunk infrastructure criteria
<b>SEQ service provider trunk infrastructure networks</b>	
Water supply trunk infrastructure network	<p>Water supply trunk infrastructure</p> <p>Trunk infrastructure for the water supply network including land and work limited to the following items identified in the LGIP:</p> <ul style="list-style-type: none"> <li>(a) water treatment plants;</li> <li>(b) the following distribution mains which satisfy the function and purpose of the water supply trunk infrastructure network:                             <ul style="list-style-type: none"> <li>(i) for the Mainland and Southern Moreton Bay Islands, all mains of 300 mm diameter or more and specific mains of smaller diameter required to complete the interconnection of the trunk network;</li> <li>(ii) for the North Stradbroke Island townships, mains of 200 mm diameter or more connecting water treatment plants to reservoir complexes or township boundaries, and mains connecting</li> </ul> </li> </ul>

Column 1 Trunk infrastructure network	Column 2 Identified trunk infrastructure criteria
<b>SEQ service provider trunk infrastructure networks</b>	
	<p>reservoir complexes and high level zones (either pump boosted zones or elevated reservoir zones); and</p> <p>(c) for a trunk distribution mains:</p> <ul style="list-style-type: none"> <li>(i) associated pump stations and fittings;</li> <li>(ii) associated pressure reducing and sustaining valves;</li> <li>(iii) associated monitoring systems; and</li> </ul> <p>(d) firefighting devices; and</p> <p>(e) storages.</p> <p>Trunk infrastructure for the water supply network does not include land and work for the following:</p> <ul style="list-style-type: none"> <li>(a) minor water reticulation mains less than 300 mm diameter on the mainland and 200 mm diameter on North Stradbroke Island;</li> <li>(b) an existing water supply infrastructure item;</li> <li>(c) water supply infrastructure that performs one of the following functions:                             <ul style="list-style-type: none"> <li>(i) water supply infrastructure that is internal to a development; or</li> <li>(ii) water supply infrastructure that connects a development to the external water supply infrastructure network.</li> </ul> </li> </ul>
Sewerage trunk infrastructure network	<p><b>Sewerage trunk infrastructure</b></p> <p>Trunk infrastructure for the sewerage network including land and work limited to the following items identified in the LGIP:</p> <ul style="list-style-type: none"> <li>(a) rising mains not associated with private sewerage pump stations; and</li> <li>(b) reuse transport mains; and</li> <li>(c) gravity sewers on the mainland which service a minimum 800 ET; and</li> </ul>

Column 1 Trunk infrastructure network	Column 2 Identified trunk infrastructure criteria
<b>SEQ service provider trunk infrastructure networks</b>	
	<p>(d) gravity sewers on the mainland which provide a connecting function between an upstream trunk maintenance structure and downstream trunk maintenance structure; and</p> <p>(e) gravity sewers on North Stradbroke Island which service a minimum 400 ET; and</p> <p>(f) gravity sewers on North Stradbroke Island which provide a connecting function between an upstream trunk maintenance structure and downstream trunk maintenance structure; and</p> <p>(g) pump stations (excluding private pump stations), manholes and fittings associated with a trunk gravity sewer; and</p> <p>(h) odour and corrosion control systems; and</p> <p>(i) monitoring systems associated with a trunk item; and</p> <p>(j) sewerage treatment plants, storage facilities, release systems and associated monitoring systems.</p> <p>Trunk infrastructure for the sewerage network does not include land and work for the following:</p> <p>(a) minor sewage reticulation mains augmenting another gravity sewer as specified under subparagraphs (d) or (f) above;</p> <p>(b) an existing sewer infrastructure item;</p> <p>(c) sewerage infrastructure that performs one of the following functions:</p> <ul style="list-style-type: none"> <li>(i) sewerage infrastructure that is internal to a development; or</li> <li>(ii) sewerage infrastructure that connects a development to the external sewerage infrastructure network.</li> </ul>

**Schedule 6 Planned cost for trunk infrastructure networks**

Column 1 Trunk infrastructure network	Column 2 Land	Column 3 Work
<b>Local government trunk infrastructure networks</b>		
Local road network	The value of the land cost stated in the LGIP for the transport network.	The value of the required work less the value of any existing road infrastructure which is replaced by the required work which are calculated by reference to the following stated in the LGIP for the transport network and this resolution:  (a) direct construction cost; and  (b) construction on cost stated in Schedule 7.
Cycleways network	The value of the land cost stated in the LGIP for the transport network.	The value of the required work less the value of any existing cycleway and shared path infrastructure which is replaced by the required work which are calculated by reference to the following stated in the LGIP for the transport network and this resolution:  (a) direct construction cost; and  (b) construction on cost stated in Schedule 7.
Public transport (bus stops)	The value of the land cost stated in the LGIP for the transport network.	The value of the required work less the value of any existing public transport (bus stop) infrastructure which is replaced by the required work which are calculated by reference to the following stated in the LGIP for the transport network and this resolution:  (a) direct construction cost; and  (b) construction on cost stated in Schedule 7.

Column 1 Trunk infrastructure network	Column 2 Land	Column 3 Work
<b>Local government trunk infrastructure networks</b>		
Public parks network	The value of the land cost stated in the LGIP for the Public parks network.	The value of the required work less the value of any existing public parks infrastructure which is replaced by the required work which are calculated by reference to the following stated in the LGIP for the public parks network and this resolution: <ul style="list-style-type: none"> <li>(a) if only land preparation is required—the value of the site preparation;</li> <li>(b) if otherwise—the value of:                             <ul style="list-style-type: none"> <li>(i) direct construction and embellishment cost; and</li> <li>(ii) construction on cost stated in Schedule 7.</li> </ul> </li> </ul>
Land for community facilities network	The value of the land cost stated in the LGIP for the land for community facilities network.	The value of the required basic work stated in the LGIP for land for community facilities network and this resolution: <ul style="list-style-type: none"> <li>(a) site preparation; and connection to services (direct construction cost);</li> <li>(b) construction on cost stated in Schedule 7.</li> </ul>
Stormwater network	The value of the land cost stated in the LGIP for the stormwater network.	The value of the required work less the value of any existing stormwater infrastructure which is replaced by the required work which are calculated by reference to the following stated in the LGIP for the stormwater network and this resolution: <ul style="list-style-type: none"> <li>(a) direct construction cost; and</li> <li>(b) construction on cost stated in Schedule 7.</li> </ul>

Column 1 Trunk infrastructure network	Column 2 Land	Column 3 Work
<b>SEQ service provider trunk infrastructure networks</b>		
Water supply network	The value of the land cost stated in the LGIP for the water supply network.	The value of the required work less the value of any existing water supply infrastructure which is replaced by the required work which are calculated by reference to the following stated in the LGIP for the water supply network and this resolution:  (a) direct construction cost; and  (b) construction on cost stated in Schedule 7.
Sewerage network	The value of the land cost stated in the LGIP for the sewerage network.	The value of the required work less the value of any existing sewerage infrastructure which is replaced by the required work which are calculated by reference to the following stated in the LGIP for the sewerage network and this resolution:  (a) direct construction cost; and  (b) construction on cost stated in Schedule 7.

## Schedule 7 Maximum construction on costs for work

<b>Column 1</b> Trunk infrastructure network	<b>Column 2</b> Maximum construction on costs for work (Percentage of the construction cost for the work)
<b>Local government trunk infrastructure networks</b>	
Local road network	11
Cycleways network	11
Public parks network	11
Land for community facilities network	11
Stormwater network	11
<b>SEQ service provider trunk infrastructure networks</b>	
Water supply network	11
Sewerage network	11

**14.3 REDLANDS COAST ECONOMIC DEVELOPMENT STRATEGY 2026-2031****Objective Reference:** A13036576**Authorising Officer:** Brooke Denholder, General Manager Community & Customer Services**Responsible Officer:** Natasha Comber, Group Manager, Economic Development & Partnerships**Report Author:** Darren Harrison, Service Manager Economic Strategy & Services**Attachments:**

1. [Redlands Coast Economic Development Strategy 2026-2031](#) ↓
2. [Redlands Coast Economic Development Strategy Roadmap 2026-2031](#) ↓

**PURPOSE**

To present the Redlands Coast Economic Development Strategy 2026-2031 (the Strategy) for Council's adoption.

**BACKGROUND**

Redlands Coast is entering a period of strong economic momentum, supported by population growth, emerging industry strengths and a pipeline of major public and private investment. More importantly, there is a strong desire to take advantage of these opportunities by increasing focus on leadership, collaboration and coordinated action to develop and broaden the local economy.

A review of INT-001-F Economic Development Framework 2014-2041 identified that significant shifts in the economic, social and political landscape have necessitated development of a new strategy that is adaptable, measurable and future fit.

The Strategy (Attachment 1) sets a clear and practical roadmap to guide the Redlands Coast toward a more prosperous, inclusive, and resilient economy. It establishes a focused framework of objectives and measurable actions through which Council can influence the local economic environment - supporting business success, attracting investment, and enhancing community wellbeing.

The Strategy has been developed in-house, drawing on evidence-based insights from experienced economic development practitioners and the views of internal and external stakeholders. It was also informed by community input gained through the consultation program for the recently adopted new Corporate Plan - Our Future Redland City 2026-2031.

The Strategy sets out clearly defined Desired Outcomes, Objectives and Measures of Success. Reported outcomes and progress will be monitored and measured via:

- Year by Year Action/Implementation Plan (developed annually in June).
- Monthly Activity Reporting (internal).
- Yearly Review and Report to Council and Stakeholders (provided annually in May).

The Corporate Plan 2026-2031 sets a clear economic ambition for Redlands Coast; to be a *"Prosperous Economy - a flourishing and evolving economy attracting investment, innovation and opportunity."* In order to demonstrate progress toward this goal, Council needs a simple and credible way to measure prosperity, not only through traditional indicators like Gross Regional Product (GRP), but also in terms of the city's resilience, business dynamics, job quality, skills base and the strength of key sectors.

As part of the strategy development process, the Redlands Coast Prosperity Index has been created to measure performance against this prosperity ambition. The Prosperity Index converts these principles into a Redlands Coast specific, easy-to-understand score, that will provide visibility and consistency to both Council and the community to see a measure of whether economic prosperity is strengthening over time.

The Redlands Coast Economic Development Roadmap is provided at Attachment 2. This publicly facing document has been developed as a summary of the detailed strategy to promote Council's economic development priorities and accountable long-term approach to supporting a prosperous Redlands Coast economy.

The Strategy clearly articulates Redlands Coast's value proposition, emerging industry strengths and long-term potential, it sends a confident signal to investors, businesses and government partners that the city is ready to grow, innovate and embrace new, desirable opportunities.

It should be noted that both documents are not in final design form. Both documents will be graphically designed following Council's consideration and finalisation.

## **ISSUES**

There are no known issues associated to this Strategy, Action Plan and associated Roadmap.

## **STRATEGIC IMPLICATIONS**

### **Legislative Requirements**

There are no legislative implications associated with this report.

### **Risk Management**

There are no risk management implications associated with this report.

### **Financial**

The Strategy will be delivered through annual action plans and will be undertaken as business as usual for Council through existing budgets, through partnerships, grants, and advocacy, or will be considered as an additional operating request for future budgets.

### **People**

Council officers were consulted in the development of the Strategy. Delivery of the Strategy and associated annual action plans will be led by the Economic Development and Partnerships Group, in collaboration with relevant areas across Council.

### **Environmental**

There are no environmental implications associated with this report.

### **Social**

The Strategy is delivering on Council's vision for a prosperous economy. Prosperity in the context of this Strategy refers to creating the conditions for a thriving, resilient and opportunity rich Redlands Coast where the community has the skills and socio-economic foundations needed to adapt and succeed over time.

## Human Rights

There are no human rights implications associated with this report.

## Alignment with Council's Policy and Plans

The Strategy was developed with consideration of Council's plans and strategies, including but not limited to:

- Our Future Redlands - A Corporate Plan to 2026 and Beyond
- Our Future Redland City: Corporate Plan 2026-2031 (effective 1 July 2026)
- Redland City Plan 2018
- Redlands Coast Destination Management Plan 2023-2028
- Redland Open Space Strategy 2026 (in development)
- Redlands Coast Stronger Communities Strategy 2024 -2027
- Redlands Coast Young People's Action Plan 2024 -2027
- Redland Housing Strategy 2024-2046
- Redlands Coast Active Transport 2025-2046 (in development)
- Redlands Coast Access and Parking Strategy 2025-2046 (in development)

The Strategy was developed with consideration of key insights and research, but not limited to:

- Economic Development Framework 2014-2041 Review
- Redlands Small Business Insights Survey
- Redlands State of the Economy Report
- SME Opportunity, Uplift, Resilience & Connectivity Ecosystem Report
- Centres Review
- SMBI Economic Analysis
- Redlands Coast Hotel Accommodation Investment Analysis
- Redlands Coast Destination Management Plan 2023-2028
- Redlands Regional Jobs Committee Annual Action Plan
- Marine Industry Supply Market Analysis

## CONSULTATION

Consulted	Consultation Date	Comments/Actions
Councillors	10 November 2025 3 March 2026	Consulted through a workshop session to explore strategy direction and development process, proposed focus areas, growth sectors, barriers to growth and areas of opportunity. Input and direction provided informed development of the Strategy. Consulted through a second workshop session to discuss the Strategy, key pillars, measures of success and explored areas for priority action. Input provided was considered in finalising the Strategy and Action Plan.
Mayor	9 February 2026	Consulted on strategy development process, proposed strategic pillars, growth areas, challenges and opportunities.
Economic Development Portfolio Representative	November 2025 - February 2026	Consulted on strategy development process, proposed strategic pillars, growth areas, challenges and opportunities
Key Economic Development stakeholders including: Redland Chamber of Commerce Straddie Chamber of	October 2025 - February 2026	One on one consultation with key stakeholder on challenges, opportunities, proposed strategic pillars, growth areas and strategy performance measurement. Feedback from business leaders, industry groups, government partners, and internal stakeholders provided a

Consulted	Consultation Date	Comments/Actions
Commerce SMBI Chamber of Commerce CoMSEQ Regional & Economic Partnership Department of State Development, Infrastructure and Planning Regional Development Australia - Logan & Redland Redlands Coast 2032 Legacy Working Group Redlands Regional Jobs Committee The Minjerrabah Moorgumpin Elders-in- Council Corporation Logan Redlands Connect Brisbane Economic Development Agency (BEDA) AusIndustry Department of Primary Industries Department of Small & Family Business Redland Investment Corporation		clear understanding of the challenges and opportunities facing the local economy. Their perspectives helped identify priority sectors, capability gaps, and the types of interventions most likely to deliver measurable impact. This engagement process ensured that the strategy is not only technically robust but also practically grounded in what stakeholders need to drive economic resilience and prosperity.
Executive Leadership Team	20 October 2025 and 23 February 2026	Consulted on strategy development process, proposed strategic pillars, growth areas, challenges and opportunities. Consulted on draft strategy.
Senior Leadership Team	18 September 2026 and 19 February 2026	Consulted on draft direction and proposed strategic pillars, challenges and opportunities Consulted on draft strategy.
Key Group Managers and/or Service Mangers from following areas: Tourism & Events Planning & Assessment Major Projects Strategy & Transformation Island Operations (I&O) Strategic Property	October 2025 – February 2026	Consulted on relevant areas of expertise to inform strategic pillars, growth areas, challenges and opportunities.
Service Manager Strategy and Transformation	October 2025	Consulted on to gain insights to related economic development inputs and ideas provided by the community through the community consultation process for the new corporate plan.

## OPTIONS

### Option One

That Council resolves to adopt the Redlands Coast Economic Development Strategy 2026-2031, noting that further final design will be undertaken.

**Option Two**

That Council resolves to request further information.

**OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2026/74**

**Moved by:** Cr Peter Mitchell

**Seconded by:** Cr Wendy Boglary

**That Council resolves to adopt the Redlands Coast Economic Development Strategy 2026-2031, noting that further final design will be undertaken.**

**CARRIED 10/1**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.

Cr Lance Hewlett voted AGAINST the motion.

# Redlands Coast

## Economic Development Strategy

### 2026 - 2031

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NOTE: This document is not in its final design form. It will be professionally designed post Council consideration and finalisation.

### Acknowledgement of Country

Redland City Council is committed to working with Traditional Custodians, supporting their role as custodians of their traditional lands and helping ensure the future prosperity and cultural enrichment across Redlands Coast.

Council acknowledges the Goenpul, Ngugi and Noonuccal First Nations Peoples of the Quandamooka region and recognises that the Quandamooka People are the Traditional Custodians of much of Redlands Coast. Council also extends its acknowledgement of Traditional Custodians to the Danggan Balun (Five Rivers) claimant group who are currently in the process of Native Title determination for an area that crosses into southern Redlands Coast.

## Message from the Mayor

Our Redlands Coast community shows resilience, resourcefulness, and a deep pride in our bayside home. Over the past two years, I have seen first-hand both the challenges and the extraordinary determination of our residents, community groups and local businesses - whether recovering from severe weather events or navigating the everyday pressures of a growing region.

The 2026-2031 Economic Development Strategy seeks to build upon that strength. It sets a clear, practical and future-focused pathway to ensure our city remains prosperous, adaptable and opportunity-rich.

The Strategy recognises a simple truth - that economic resilience is not just about numbers on a page. It is about people - backing local businesses, enabling innovation, creating meaningful jobs close to home, and ensuring our young people can see a future for themselves here on Redlands Coast. This approach brings together Council, industry, the community and wider stakeholder groups to share priorities that strengthen our economy and protect the livability and character of our city.

Ensuring economic prosperity requires us to understand and address our challenges, be creative in seeking and nurturing our unique opportunities, and consider the impact of our decisions for today, and the future. In order to strengthen the economy of Redland City, and retain the unique lifestyle we all enjoy, we will have to ensure the right levers are in place to support our desired investment, deliver needed infrastructure, and strengthen the strategic partnerships that underpin long-term success.

Council's Strategy seeks to reflect the growing maturity of our region. It seeks to elevate the role of our activity centres, embrace the opportunities of a diversifying workforce, and position Redlands Coast to benefit from both local catalytic projects and broader south-east Queensland momentum. It also seeks to confront the challenges ahead, from skills shortages to visitor economy constraints and the distinct needs of our island communities.

The next five years will begin to shape the future of Redlands Coast, as we move towards south east Queensland's Olympic Games delivery. With this Strategy, Council is choosing to lean into the opportunities before us - to diversify our economy, lift our aspirations, and build a city that remains both uniquely Redlands and firmly future-ready.

**INSERT SIGNATURE**

**Councillor Jos Mitchell**

*Mayor of Redland City*

## Executive summary

Redlands Coast is entering a period of strong economic momentum, supported by population growth, emerging industry strengths and a pipeline of major public and private investment. More importantly, is the desire to take advantage of these opportunities and provide increased focus through leadership, collaboration and action on developing and broadening the economy.

The **Economic Development Strategy 2026–2031** provides a clear and practical framework to guide this momentum - shaping a more diverse, resilient and opportunity rich economy.

Grounded in the vision of *a flourishing and evolving economy attracting investment, innovation and opportunity*, the Strategy focuses on the levers Council can directly influence, such as **planning, infrastructure, regulation, partnerships, investment attraction and business engagement**. These levers position Redlands Coast to compete strategically and confidently within a rapidly expanding Southeast Queensland region.

The city's distinct coastal identity, island communities and natural assets create a unique value proposition, whilst also presenting challenges in connectivity, service delivery and workforce retention. Economic analysis highlights a stable, expanding economy with strengths in health care, construction, retail, advanced manufacturing and professional services. Export oriented industries continue to drive competitiveness, and the visitor economy - despite strong natural advantages - remains underdeveloped due to supply constraints.

The Strategy responds through **five Strategic Pillars**: business support and investment attraction; growth sector development; workforce and youth opportunities; visitor economy enhancement; and strengthened economic governance. These pillars are reinforced by **four Targeted Growth Sectors**: Advanced Manufacturing, High Value Add Services, Visitor Economy and Construction - chosen for their potential to broaden the economic base and deliver higher value employment.

A suite of **catalytic projects** will revitalise our main business and civic centres, improve connectivity, expand tourism potential and stimulate further investment. Additionally dedicated focus areas address youth pathways, circular economy innovation, the silver economy and the marine sector, ensuring economic outcomes are inclusive and sustainable.

Whilst driven by Redland City Council, the achievement of economic prosperity is a goal of many, and there are multiple stakeholders within and outside of Council that have key roles in supporting this strategies success.

To measure progress, the Strategy introduces the **Redlands Coast Prosperity Index**, a transparent tool that collates available reportable and measurable data that tracks investment attraction, business dynamism, job quality and workforce capability. This provides Council with a consistent measure of whether economic prosperity is strengthening over time.

Together, these elements establish a **focused, actionable and forward-looking plan** - positioning Redlands Coast for long-term economic growth, greater industry diversity and increased opportunities for all who live, work and invest in the city.

## Our Vision - A prosperous economy

*A flourishing and evolving economy attracting investment, innovation and opportunity.*

Prosperity in the context of this Strategy refers to creating the conditions for a thriving, resilient and opportunity rich Redlands Coast.

It is more than economic growth alone - it is about ensuring residents have access to quality local jobs, businesses have the confidence to invest and innovate, and the community has the skills and socio-economic foundations needed to adapt and succeed over time.

The Vision describes the type of economic environment required to deliver this prosperity, whilst the Redlands Coast Prosperity Index provides a clear and transparent way to measure whether these conditions are being achieved.

## About this strategy

This Economic Development Strategy sets a clear and practical roadmap to guide the Redlands Coast toward a more prosperous, inclusive, and resilient economy. It establishes a focused framework of objectives and measurable actions through which Council can influence the local economic environment - supporting business success, attracting investment, and enhancing community wellbeing.

Local governments play an important role in creating a supportive economic environment. Whilst not responsible for macroeconomic settings, Council influences the local economy through planning, infrastructure delivery, regulation, partnerships, and direct engagement with business. This Strategy aims to directly influence these levers to ensure Redlands evolves as a competitive, productive and well-connected economy.

The Strategy aligns with regional and state directions, recognising that Redlands Coast operates within a broader Southeast Queensland and Queensland Government economic context.

By connecting with regional plans, statewide frameworks, and sector specific investment and skills initiatives, the Strategy positions Redlands to capitalise on larger scale economic momentum whilst advancing local priorities. It also directly supports delivery of the 2026 Redlands Corporate Plan by translating high level economic objectives into clear priorities, measurable outcomes and targeted actions.

Finally, the Strategy emphasises partnership and strategic investment attraction. Strong economic outcomes rely on collaboration between Council, industry, other levels of government, education providers and community organisations, and the Strategy provides a platform for that shared effort.

By clearly articulating Redlands Coast's value proposition, emerging industry strengths and long-term potential, it sends a confident signal to investors, businesses and government partners that the city is ready to grow, innovate and embrace new opportunities.

### Our Redlands Coast

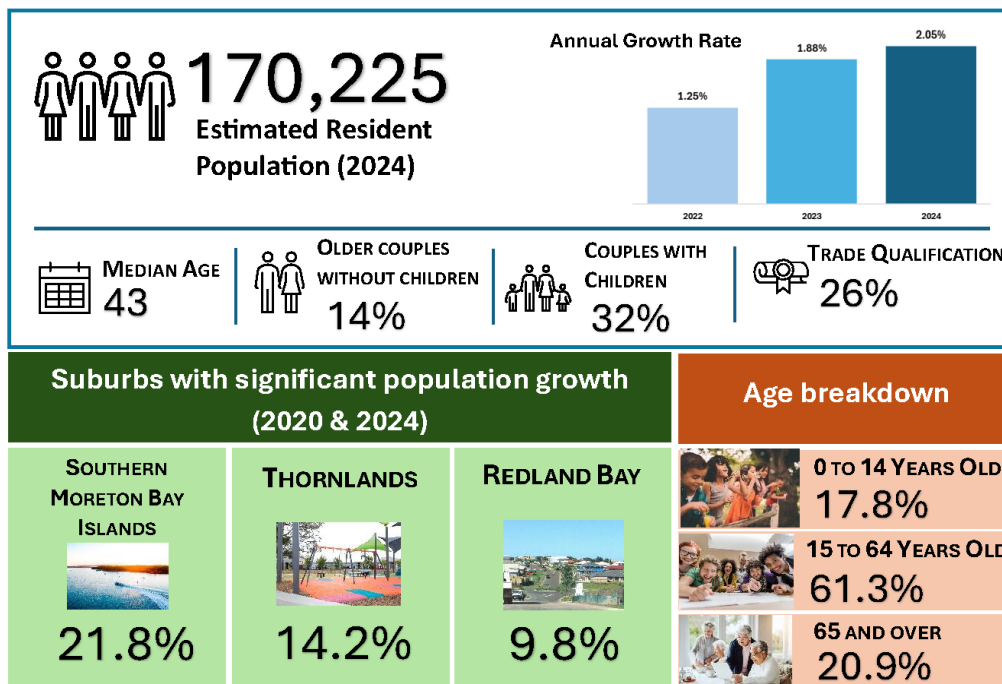
Redlands Coast is a uniquely distinctive city – capital city adjacent, yet defined by its extensive coastline, seven residential islands, and high-value natural landscapes. The region’s significant conservation areas, rural settings, and strong agricultural heritage contribute to a unique urban form that blends coastal living with environmental stewardship and semi-rural character.

A decentralised settlement pattern, where more than 12,000 of the city’s 170,000 residents live across North Stradbroke/Minjerrabah and the Southern Moreton Bay Islands, sets Redlands Coast apart from all other Australian local government areas. Whilst this creates service delivery and connectivity challenges, it also supports strong community identity, niche tourism potential, and a lifestyle-driven value proposition. An older demographic profile further shapes service needs and economic direction, reinforcing the importance of planning for accessible infrastructure, diverse housing, and high-quality health and wellbeing services.

With proximity to Brisbane and a wealth of natural and cultural assets, Redlands Coast is well placed to pursue a prosperous and diversified future. Strategic opportunities include strengthening nature-based and cultural tourism, enabling innovation, high value services and high productivity industry, and enhancing resilience across island and mainland communities. Through balanced planning, industry development and investment attraction, Redlands Coast can evolve as a thriving, inclusive, environmentally responsible and prosperous city.



Our resident profile



Redlands Coast continues to experience steady population growth, reaching 170,225 residents in June 2024. The city has a median age of 43, notably higher than Greater Brisbane’s median of 36. Whilst this older demographic is often highlighted, it is important not to overstate it, because it also presents significant economic opportunities. Older residents bring comparatively higher household wealth, stable spending patterns, volunteering capacity, and strong participation in the growing “silver economy” of health, wellness, recreation, services, and lifestyle-based industries.

At the same time, Redlands has a meaningful share of young people, with 0–17-year-olds making up 21.8% of the population. However, attracting and retaining younger families and emerging workers remains a challenge. Newer growth areas such as Redland Bay and Thornlands tend to draw young families, yet overall, the region still sees a pattern where many school leavers and young adults leave the city, often returning only in their 40s when seeking lifestyle benefits, coastal living, or a place to raise children. Migration data supports this movement, with younger cohorts more likely to relocate for tertiary study and early career employment opportunities.

This demographic dynamic presents both a challenge and an opportunity: How does Redlands Coast remain attractive and relevant to young talent, whilst also leveraging the strengths of an experienced, asset rich older population?

A balanced approach supporting youth retention, enabling opportunity rich communities, and cultivating industries suited to both younger and older residents will be key to Redlands’ long term economic competitiveness and liveability.

## Our local economy

The Redlands LGA boasts a diverse and steadily growing economy, underpinned by steady population growth, a highly skilled workforce, and a mix of well established and emerging industries. Recent economic snapshots highlight a region experiencing consistent expansion in jobs, business activity, and Gross Regional Product, supported by a broadening industry base and increasing investment confidence.

As the largest employment sector, Health Care and Social Assistance reflects the area's growing population and rising demand for community and health services. Construction and retail trade also play significant roles, signalling both ongoing development and solid consumer activity. These sectors together form the backbone of local employment and continue to show growth momentum.

The Redlands workforce is characterised by high skill levels, strong labour force participation, and comparatively low unemployment, underscoring the region's economic resilience. Business activity is expanding, with more than 12,800 active local businesses contributing to a dynamic and entrepreneurial environment.

Overall, the Redlands Coast presents a compelling economic story - one of steady growth, sector diversification, and strategic opportunity. These trends position the LGA for continued prosperity and invite deeper exploration into the industries, talent, and investment pathways shaping its future.

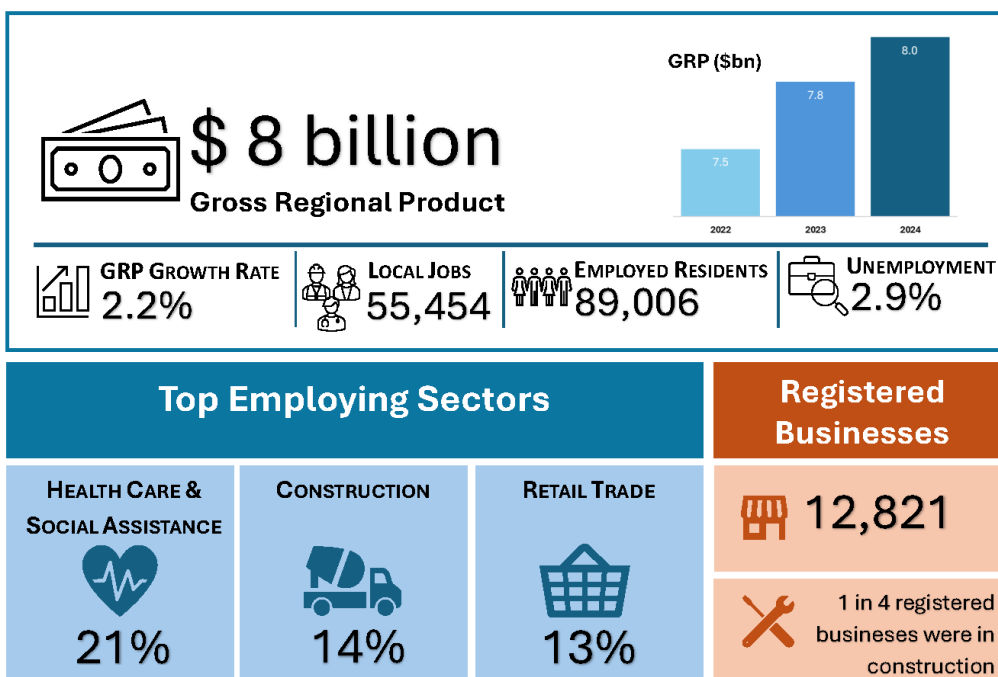
## Current industry structure

### *Health Care & Social Assistance - largest economic and employment base*

Health Care & Social Assistance remains Redlands' largest and most structurally important industry, driving both economic output and local employment. In 2023/24, it generated \$1.02b in value add, making it the top value adding sector in the city. The sector also produced \$1.46b in total output, confirming its extensive supply chain footprint and the essential role it plays within the community.

It is also the largest employer, with 11,436 local jobs in 2023/24 - far exceeding any other sector. Demand is being driven by factors such as an ageing demographic profile, ongoing expansion of medical and allied health facilities, and growing needs in disability, mental health, and community services.

Overall, Health Care is the city's cornerstone population serving sector, underpinning job stability, year-round demand, and significant local expenditure whilst offering opportunities for technologically enabled service expansion.



*Construction - a core industry with major near term growth opportunities*

Construction is not only one of Redlands Coast’s largest industries - it is also positioned for significant growth beyond the city’s borders, driven by regional demand across south east Queensland (SEQ). In 2023/24, Construction generated \$642.0m in value add (≈11.1% of total) and \$2,523.4m in output, more than any other local industry. It also supported 7,739 local jobs, making it Redlands’ second largest employer.

Whilst a portion of this activity is tied directly to population growth - new dwellings, schools, health facilities, retail centres - the medium-term outlook is even more favourable. Redlands Coast based construction firms operate within a larger regional economic catchment, and the SEQ construction market is entering a decade of unprecedented activity. Significant statewide infrastructure commitments and pipeline associated with the Brisbane 2032 Olympic and Paralympic Games will deliver largescale transport upgrades, venues, housing accelerators, roadworks, water infrastructure and precinct redevelopments across the region, making the medium-term outlook even more favourable.

Given Redlands' proximity to Brisbane, Logan, Ipswich and the Gold Coast, and the city's large pool of skilled trades and construction businesses, local firms are well placed to secure a share of this work. This means Construction is both a population serving sector and a strategic export-style sector, capable of selling services into the broader SEQ market. Over the next several years, it stands as one of the most immediate and scalable growth engines for Redlands based businesses.

*Retail Trade - high employment, high interaction sector*

Retail is one of the core industries that services both residents and visitors. In 2023/24, it generated \$553.5m in value add (9.6% of the total) and \$877.0m in output, making it a substantial contributor to everyday economic activity.

The sector employed 6,969 local workers, around 12.6% of total employment, maintaining its position as one of the top three employing sectors in Redlands. Retail's value add and output have grown by +\$53.5m and +\$86.1m respectively since 2018/19, demonstrating the sector's resilience and ongoing alignment with population growth and rising household expenditure.

Retail also benefits from the visitor economy: Council's 2025 snapshot highlights that 64% of local business transactions in August 2025 were from visitors living outside Redlands Coast, boosting spend well beyond resident demand.

*Manufacturing – high value export engine*

Manufacturing continues to play an outsized role in Redlands' external competitiveness. Although its value add has moderated to \$416.5m (7.2% of total), the sector generated \$1,575.1m in output in 2023/24 and supported 2,918 jobs.

Most importantly, Manufacturing is the largest exporting industry, generating \$716m in total exports—more than one-third of all Redlands exports. Export oriented activities include fabricated metal, food processing, building materials, marine industries, and specialised engineering. These industries bring new income into the region rather than recycling local consumption, making them critical for productivity and wage growth.

While value add has declined since 2018/19, export performance remains robust, suggesting that advanced and niche manufacturers continue to compete effectively.

*Professional, Scientific & Technical Services (PSTS) + Financial & Insurance Services – the growing knowledge economy*

Together, the Professional, Scientific and Technical Services, and Financial and Insurance Services sectors form a single, fast expanding knowledge economy cluster within Redlands. In 2023/24, these combined industries generated approximately \$656.8m in value add, equal to 11.4% of the total economy, making them one of Redlands' most significant contributors after Health Care and Construction. This dual sector cluster produced over \$1.1b in output, including \$653 from PSTS and \$452.9m from Financial & Insurance Services.

Employment across the combined sector reached 3,616 local jobs, with 2,756 jobs in PSTS and 860 jobs in financial services. These are predominantly higher-skill, higher-wage professions spanning engineering, architecture, design, surveying, legal services, accounting, insurance and financial planning. Since 2018/19, the combined sector has recorded strong momentum, with PSTS increasing its value add by +\$47.8m and Financial & Insurance Services by +\$35.9m, reflecting rising demand from local businesses, households and regional markets.

This combined cluster plays a vital enabling role across multiple industries - supporting construction (design and advisory), manufacturing (specialist engineering and compliance), tourism (marketing and digital services), and the wider business ecosystem. The sector's scalability, low land footprint and ability to export services digitally position it as a key driver of Redlands' economic diversification and long-term prosperity.

*Education & Training - essential population serving sector with growth role*

Education & Training is an important foundation sector supporting skills development, youth pathways, and workforce participation. In 2023/24, the industry produced \$513.8m in output, though its value-add figure is embedded within broader household services in the available dataset.

Employment data shows 4,547 local jobs in 2021 (Census), accounting for 10.1% of employment at that time, placing it among Redlands' top five employing sectors. Schools, early childhood centres, training providers and tertiary education facilities collectively form part of the population servicing backbone, growing in line with demographic expansion.

While not traditionally an export sector, the knowledge and workforce readiness generated by Education & Training underpins the success of higher value sectors including health, construction, professional services and advanced manufacturing.

*Tourism / Visitor Economy – important cross sector- contributor*

Tourism integrates accommodation, food services, retail, transport, arts, and recreation. In 2023/24, tourism contributed \$618.1m total value add, representing 10.7% of the economy (direct: 4%, indirect: 6.7%). Total sales reached \$1.11b, supporting 6,235 jobs.

Tourism's economic footprint is reinforced by visitor spending, with 64% of business transactions in August 2025 originating from outside the LGA, demonstrating a strong inflow of external expenditure.

## Island economies of Redlands Coast

North Stradbroke Island/Minjerribah and the Southern Moreton Bay Islands (SMBI) represent some of the most distinctive economic environments within Redlands Coast. Their island geographies, separated communities, natural beauty, and cultural identities create vibrant yet highly localised economies that function differently from the mainland.

Whilst each island group faces unique structural challenges, thoughtful planning, targeted interventions, and supportive zoning and procurement settings can unlock meaningful long-term benefits for residents, businesses and Council.

### ***Strengths and structural realities***

Island communities are inherently shaped by distance, transport dependency, constrained land availability, seasonal visitation and limited commercial activity. These conditions influence business viability, workforce access, service delivery and the cost of living.

On Minjerribah, the shift away from sand mining accelerated the need to attempt to build a sustainable visitor and community centred economy supported by culture, arts, nature-based tourism and local enterprise. However, the State Government's North Stradbroke Island Economic Transition Strategy and subsequent Minjerribah Futures initiative have not achieved its aims and some proposed initiatives have failed to take root.

Commitment to support the transition of North Stradbroke Island's economy from sand mining to tourism needs re-invigoration and more integrated delivery, whilst considering the perspectives of over-tourism vs better tourism management – this requires effective stakeholder collaboration, agreed measures of success and delivery of enabling infrastructure and services.

Meanwhile, the SMBI islands, with their largely residential population bases and smaller economies, rely heavily on mainland jobs, imports of essential goods, and high-frequency transport connections.

Despite these differences, both island groups share core characteristics:

- High reliance on daily transport to the mainland for employment, goods and services
- Limited commercial floorspace and zoning constraints that restrict business opportunities
- Higher operating costs for trades, contractors and service providers due to barging and travel time
- Strong community identity, with local residents highly supportive of island-based businesses
- Growing demand for localised economic activity that enables greater independence and resilience

These realities underscore the importance of enabling more businesses to operate sustainably on-island, creating jobs closer to home, reducing economic leakage, and improving liveability.

***Challenges that should be acknowledged***

The islands face several economic challenges that require targeted responses:

- **Limited Commercial and Industrial Spaces & Restrictive Zoning**

On the larger islands, there is a lack sufficiently zoned land to support new retail, trades, tourism, small scale light industrial or service-based businesses. Zoning arrangements can unintentionally limit small-scale or homebased enterprise growth.

- **Workforce Access & Business Viability**

Businesses face higher labour and contractor costs because staff must travel by ferry or barge. This reduces competitiveness and can deter investment.

- **Transport Costs & Supply Chain Barriers**

Freight costs, barging requirements and time delays increase the price of goods and services, affecting both residents and Council operations.

- **Inconsistent Economic Activity**

Seasonal tourism, weather disruptions and fluctuating visitation patterns can create income uncertainty for island operators.

- **Limited Procurement Opportunities**

Island businesses often struggle to compete with mainland operators on tenders due to cost structures and administrative processes.

***Opportunities Through Smart Planning, Zoning and Policy Settings*****1. Future Planning & Zoning to Support Local Enterprise**

Updated planning approaches could:

- Allow more flexible commercial and mixed-use activity in key island centres
- Enable small-scale production, trades, tourism, food services, arts and cultural enterprises

Such changes would reduce the need for travel, increase local spending and create island-based jobs.

**2. Targeted Procurement to Build Local Business Capacity**

A tailored procurement strategy for island communities could consider:

- Providing weighting or evaluation considerations that favour island-based operators
- Reducing administrative barriers for small or micro businesses
- Creating training and capability-building programs to help island operators tender competitively
- Prioritising local service providers for maintenance, minor works, landscaping, waste, cultural and tourism services

This would not only strengthen the local economy but also reduce Council's costs associated with transporting mainland contractors, equipment and materials.

### 3. Enabling Circular Economy Initiatives & Pilots

Island settings are ideal testbeds for circular economy projects due to their scale and resource constraints. Opportunities include:

- On-island repair, reuse and remanufacturing micro-enterprises
- Local food waste composting systems supporting community gardens or regenerative land care
- Shared logistics hubs and resource-sharing platforms
- Marine and equipment repair services reducing waste and transport
- Island-based deconstruction and materials recovery pilot programs

Such initiatives build local capability, enhance resilience and reduce waste and transport needs.

### 4. Strengthening Self-Sufficiency and Local Jobs

With the right settings, islands can move toward:

- More reliable access to essential services
- Greater diversity of employment options
- Reduced dependency on mainland travel
- Enhanced economic participation
- Community-led tourism experiences that retain more value locally

This increases economic stability while preserving island character and culture.

#### ***A tailored approach – exploring pathways for Minjerribah and SMBI***

Whilst both island groups share similar challenges, their economic contexts are very different.

- Minjerribah has strong cultural, tourism, environmental and heritage assets, with major opportunities in arts, eco-tourism, hospitality, cultural experiences and nature-led enterprise. A place-based approach would enable visitor economy opportunities to be effectively considered in line with the need for improved tourism management practices, and some community concerns, including first nations community, regarding the environmental and place impacts of increased visitation.
- SMBI requires a focus on essential services, trades, micro-enterprise support, health and community services, and localised solutions that reduce the reliance or frequency for mainland travel and support.

Because of these distinctions, additional work is required to develop specific actions, recommendations and strategies tailored to each island group.

These will be prepared as a supplementary island economies component to the broader economic development strategy, ensuring targeted, place-based solutions and meaningful local impact.

By enabling more commercial activity on-island, adjusting planning frameworks, and designing smarter procurement and circular economy pathways, Redlands Coast can significantly strengthen the island economies.

Doing so has the capacity to reduce costs, improve resilience, increase local employment, support cultural and environmental values, and enhance island self-sufficiency. With thoughtful planning and dedicated strategy work for each island group, the region can build a more inclusive, vibrant and sustainable economic future across all islands.

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### Job Self-Containment – a window to workforce capability

Self-containment measures the proportion of resident workers who are employed within the boundaries of the Local Government Area or region. The relative importance of this measure varies, depending on location. For example, LGAs that are within reasonable commutable distance to capital cities or major employment hubs often have lower self-containment compared to regional areas, or those further away from (or are themselves) major centres.

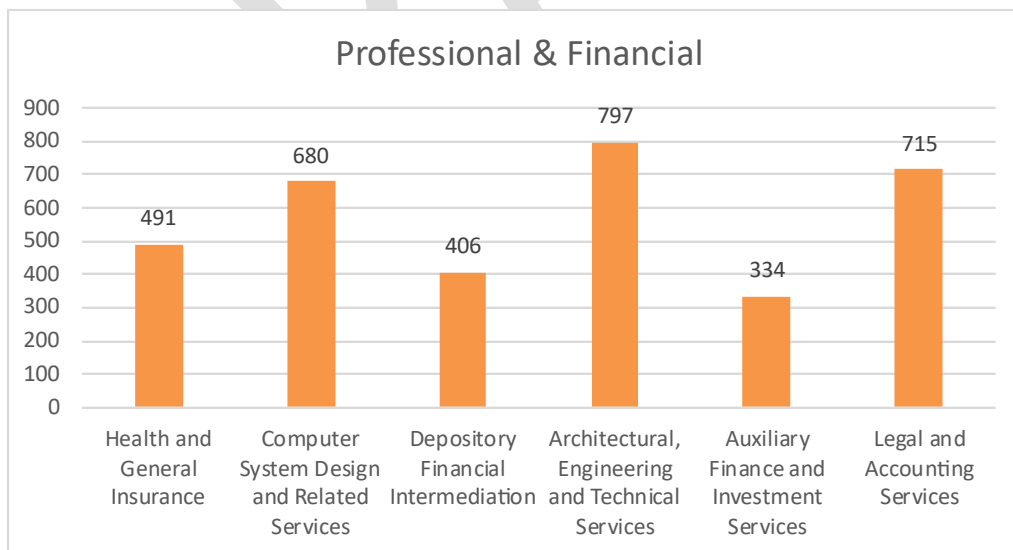
In the case of the Redland LGA, job self-containment as at the 2021 Census was recorded at 42.3%, which is the second lowest (Logan 40%) of southeast Queensland LGAs. Data for 2025 will not be available until late 2026, therefore setting a future target seeking to improve this metric is problematic, however measures can be taken to encourage the creation of additional jobs aligned to resident worker skills.

The addition of local jobs for local residents contributes to a range of benefits across the economy, community and positive impact on infrastructure such as:

- Increased local daily spending, which supports small businesses
- Allows more time and opportunity to engage in community activities
- Less commuting means more time for family, recreation, and volunteering
- Reduction in emissions, traffic congestion and strain on transport networks

Redlands LGA has the distinct opportunity to target occupations that complement the city’s needs to create more jobs for resident workers whilst targeting ‘best fit’ that is appropriate to the future city form.

A key example of this can be seen in the number of employed residents within higher value sectors such as professional, technical and financial, who travel outside of the city for work.



Through targeting existing workforce specialties in sectors that suit desired industry and employment, the necessary planning strategies are clearer, which in turn informs investment attraction priorities and decisions for new or relocating businesses in the knowledge that workforce skill is readily available.

## New City Plan - a foundation for economic transformation

A contemporary City Plan is one of the most critical foundations for delivering the Economic Development Strategy. It provides the statutory planning framework that shapes how land is used, how centres evolve, and how investment occurs across Redlands Coast. The Strategy acknowledges that achieving a competitive, resilient and opportunity-rich economy relies heavily on a City Plan that is clear, enabling and aligned with long-term economic objectives.

As Redlands Coast experiences accelerating population growth, major public and private investment, and renewed interest in centres and precinct development, the new City Plan becomes essential to providing the certainty and flexibility investors, businesses and community stakeholders require. It will determine where commercial activities can grow, how industrial land provision and commensurate infrastructure keep pace with needs, how our centres can support high-value professional services, and how the visitor economy and other emerging industries can be accommodated.

The City Plan also underpins Council's ability to deliver on place-based revitalisation. By integrating centre plans, zoning improvements and design principles that encourage commercial activation and mixed-use outcomes, in addition to the City Plan becomes a key tool for shaping vibrant, investment-ready centres and precincts aligned with the Strategy's priorities.

Equally important, the Plan supports stronger cross-government and industry partnerships - identified as a strategic priority within this EDS. Planning clarity strengthens engagement with state agencies, developers, investors, service providers and industry, enabling more coordinated delivery of projects, infrastructure and long-term economic outcomes.

In this way, the new City Plan is not simply a regulatory update. It is an economic instrument - one that will influence investment confidence, shape the city's employment base, support diversification, guide centre revitalisation and ensure Redlands Coast is well-positioned to compete within a rapidly expanding SEQ region.

By aligning the City Plan with desired outcomes as identified within the Strategy, Council strengthens its ability to realise a future that is prosperous, well-connected and opportunity rich for all residents.

### Strategic pillars

The Redlands Coast economy is entering a period of significant opportunity, characterised by steady growth, a diversifying industry base, and increasing investment attraction. Recent regional data indicates continued expansion across key indicators, including employment, business activity and Gross Regional Product - reflecting the confidence and momentum underpinning the city’s economic trajectory.

To translate this economic strength into enduring prosperity, the Redlands Coast Economic Development Strategy is anchored around five strategic pillars, each responding to clearly identified opportunities and challenges within the region.

	 <b>1. BUSINESS SUPPORT, RETENTION &amp; INVESTMENT ATTRACTION</b>	 <b>2. GROWTH SECTORS &amp; INDUSTRY DIVERSIFICATION</b>	 <b>3. WORKFORCE, SKILLS &amp; YOUTH OPPORTUNITIES</b>	 <b>4. VISITOR ECONOMY &amp; PLACE BASED ACTIVATION</b>	 <b>5. ECONOMIC GOVERNANCE, LEADERSHIP &amp; PARTNERSHIPS</b>
OUR OUTCOMES	<p>A business environment that enables growth, confidence and reinvestment.</p> <p>Increased stability and expansion of local enterprises.</p> <p>Enhanced attractiveness of the region as an investment destination.</p>	<p>Increased economic output and productivity in priority industries.</p> <p>Growth in high value, knowledge intensive and export-oriented activity.</p> <p>Stronger supply chains and advanced capability within local firms.</p>	<p>Strong alignment between local skills and employer needs.</p> <p>Improved engagement, retention and career pathways for young people.</p> <p>Better access to VET and tertiary options education, jobs and services.</p>	<p>Improved accommodation options and precinct infrastructure.</p> <p>Vibrant centres and coastal destinations that drive local spend and activation.</p> <p>A higher yield, experience rich visitor economy.</p>	<p>Clear, transparent and accountable economic delivery.</p> <p>Strong partnerships unlocking opportunities, funding and investment.</p> <p>An enhanced reputation for being investment ready and well governed.</p>
	OUR MEASURES OF SUCCESS	<p>Growth in local business count and survival rates.</p> <p>Increased uptake in support programs &amp; direct engagement.</p> <p>Increased investor enquiries and investment commitment.</p>	<p>Sector growth rates and value add uplift.</p> <p>Increased adoption of advanced manufacturing and digital technologies.</p> <p>Growth in high value service employment located within the region.</p>	<p>Reduced youth unemployment and disengagement.</p> <p>Increased completions of traineeships, apprenticeships and micro credentials.</p> <p>Improved job matching outcomes, participation rates and local</p>	<p>Growth in visitor expenditure and stays.</p> <p>Increases in accommodation stock and occupancy.</p> <p>Footfall and dwell time improvements in activated precincts.</p> <p>Growth of tourism businesses and cultural/eco tourism offerings.</p>

### SP1: Business support, retention and investment attraction

*Strengthen and expand the economic base by supporting existing businesses, reducing barriers to growth, and proactively attracting new investment.*

Business stability and expansion are central to long-term economic resilience. Retaining existing businesses, supporting their growth, and proactively attracting new investment emerged as core priorities within the region's economic development framework.

This includes continuing and where possible, enhancing industry support, reducing barriers to growth, and strengthening the city's value proposition for prospective investors.

#### Desired outcomes:

- A business environment that enables growth, confidence and reinvestment.
- Increased stability and expansion of local enterprises.
- Enhanced attractiveness of the region as an investment destination.

#### Objectives:

- Improve business retention, survival and expansion rates.
- Build a compelling investment proposition aligned to priority sectors.
- Strengthen direct engagement and support for key employers and small and medium enterprises.

#### Measures of success:

- Growth in local business count and survival rates.
- Increased uptake in support programs and direct engagement.
- Increased investor enquiries and investment commitment.

## SP2: Growth sectors and industry diversification

*Focus on high-potential sectors that complement the City's growth profile - to drive productivity, innovation, capture latent potential and provide long-term stability.*

Targeting high-value and high-growth sectors - such as construction, advanced manufacturing, and high-value-add professional services, as well as developing the visitor economy - creates a pathway for increased productivity and economic diversification.

These sectors leverage Redlands' strategic strengths, including its proximity to Queensland's major population centres and strong alignment with state development priorities.

### Desired outcomes:

- Increased economic output and productivity in priority industries.
- Growth in high value, knowledge intensive and export-oriented activity.
- Stronger supply chains and advanced capability within local firms.

### Objectives:

- Support growth in high-value and high-growth sectors.
- Accelerate the adoption of advanced technologies and innovation practices.
- Promote professional and knowledge-based jobs within activity centres.

### Measures of success:

- Greater contribution of high value add services as a proportion of gross regional product.
- Increased localised employment of non-population servicing sectors.
- Attraction of new businesses in targeted sectors.

### SP3: Workforce, skills and youth opportunities

*Build a future-ready workforce by expanding training pathways, aligning skills with industry needs, and creating meaningful local opportunities for young people.*

With local unemployment at historically low levels and employers identifying skills shortages, workforce capability is both a challenge and an opportunity. Strengthening training and education pathways - including new VET and tertiary offerings - will be essential to preparing a future-ready workforce.

The Strategy places particular emphasis on youth engagement, retention and skilling, recognising the long-term economic benefit of ensuring young people can live, learn and work locally.

#### Desired outcomes:

- Strong alignment between local skills and employer needs.
- Improved engagement, retention and career pathways for young people.
- Better access to VET and tertiary options education, jobs and services.

#### Objectives:

- Advocate for increased vocational, tertiary and industry-linked opportunities.
- Strengthen youth pathways into employment, entrepreneurship and training.
- Increase the proportion of jobs filled by local residents.

#### Measures of success:

- Reduced youth unemployment and disengagement.
- Increased completions of traineeships, apprenticeships and micro-credentials.
- Improved job-matching outcomes, participation rates and local opportunities.

#### SP4: Visitor economy and strategic place-based activation

*Support enhanced experiences, destinations and precincts, to encourage visitation, strengthen local identity, and stimulate commercial activity across the city.*

The Redlands Coast offers considerable untapped potential within the visitor economy. Enhancing destinations, maximising natural assets such as our coastal and hinterland landscapes, and activating precincts through infrastructure and place development will support both commercial outcomes and community liveability.

The Strategy seeks to address supply side constraints that impact investment and development and leverage opportunities that may be presented through future catalytic projects - including the Toondah Harbour and Weinam Creek PDA projects, Cleveland CBD and Capalaba Town Centre revitalisation, Birkdale Community Precinct and our Olympics legacy - to underpin growth in visitation, business opportunities and emerging tourism offerings.

##### Desired outcomes:

- Improved accommodation options and precinct infrastructure.
- Vibrant centres and coastal destinations that drive local spend and activation.
- A higher yield, experience rich visitor economy.

##### Objectives:

- Attract investment to expand commercial accommodation capacity.
- Improved island and coastal connectivity and visitor infrastructure.
- Explore opportunities where zoning changes can improve outcomes.
- Support place activation and revitalisation in key activity centres.

##### Measures of success:

- Growth in visitor expenditure and stays.
- Increases in accommodation stock and occupancy.
- Footfall and dwell-time improvements in activated precincts.
- Growth of tourism businesses and adventure/cultural/ecotourism offerings.

## SP5: Economic governance, leadership and partnerships

*Strengthen organisational capability and collaboration across government, industry, and community to ensure cohesive, long-horizon economic leadership.*

Strong governance and leadership are essential to delivering the city's economic vision. Coordinated planning, clear regulatory pathways, and formal partnerships across government, industry and community strengthen the city's ability to stimulate job creation and attract investment.

Partnerships necessarily range across government, industry and community and importantly involve collaborative and empowering initiatives that support a range of community sectors including youth, First Nations and seniors as important economic contributors.

Strategic advocacy plays a critical role in building and leveraging key relationships to help champion the city's priorities, influence policy settings and secure commitments that unlock economic opportunities.

The Strategy highlights the importance of a transparent and enabling City Plan, proactive economic leadership, and building a strong external reputation for Redlands as an attractive place to invest and do business.

Importantly, leadership on delivering an economic agenda includes visible accountability. Delivery of this strategy includes regular reporting to stakeholders underpinned with clear measures of success

### Desired outcomes:

- Clear, transparent and accountable economic delivery.
- Strong partnerships unlocking opportunities, funding and investment.
- An enhanced reputation for being investment-ready and strategically aligned.

### Objectives:

- Establish effective internal and external communication and collaboration pathways that support the delivery structures for the EDS.
- Foster targeted partnerships with education, industry, Traditional Owners and State agencies.
- Improve transparency through accessible reporting and metrics.
- Strengthen advocacy for major projects and investment.

### Measures of success:

- Delivery of annual action plans and KPIs.
- Number and quality of formal partnerships.
- Improved stakeholder satisfaction and reputation.
- Value pipeline of citywide investment.

## Targeted growth sectors

Whilst committing to maintain the existing and continuing Business Support structure available to all Redlands Coast businesses, the targeted efforts generated through the development of this Strategy take into account those sectors that, over the next five years will potentially deliver the most valuable benefits that arise from supporting capability, attracting new businesses and diversifying the economic base, which is heavily weighted toward population servicing sectors.

### *Population-serving vs. Diversification Opportunities*

Currently, the Redlands Coast economy and employment profile is tipped in favour of population driven services. Prosperous local economies need both population-serving and diversified jobs, as each plays a different but complementary role.

#### Population serving sectors (naturally grow with population):

- Health Care & Social Assistance
- Retail Trade
- Education & Training
- Construction (residential, local infrastructure)

For the purposes of this Strategy, Construction is elevated as a target growth sector due to the short to medium term opportunities

These industries scale with resident demand, providing job stability, essential services, and mostly predictable growth, however specific and additional specialisation opportunities do exist and remain as desired investment attraction targets.

#### Diversification and economic broadening sectors:

- Manufacturing - largest exporter (focus on Advanced Manufacturing)
- Professional, Scientific & Technical + Financial (High Value Add Services)
- Tourism (Visitor Economy) - captures external expenditure and supports cross-industry spending

These targeted growth (TG) sectors bring net new income into Redlands from outside markets and offer higher-productivity and higher wage pathways. They are critical for achieving a broader, more prosperous and resilient economic structure - one less dependent on population alone.

### TG1: Advanced manufacturing

Known much more for its natural beauty and enviable lifestyle, manufacturing is not a sector that is readily associated with the Redlands Coast economy. In fact, in terms of economic output, manufacturing sits second only to construction in value and is also the largest export contributor.

For the period ending FY24, manufacturing contributed just over \$1.5b, equivalent to 13% of local economic output. Exports were valued at \$715m, accounting for just under 35% of total.

With a relatively small industrial land capacity footprint compared to other SEQ LGA neighbours, the key for Redlands manufacturers to maximise productivity is through the use of innovative technologies and practices.

There are some fantastic examples of advanced manufacturing methodology and practices within Redlands already in the areas of food and beverage, robotics, precision engineering, metals fabrication and critical minerals processing research and development.

Opportunities exist for renewed sectoral growth via continued conversion to innovative technologies and expansion of current activities related to strong statewide growth, offering increased supply chain needs.

In September 2025 the Queensland government introduced the “*Transforming Queensland Manufacturing Strategy 2025–30*”. The strategy sets a 5-year vision for Queensland’s manufacturing industry to drive greater productivity and innovation and provides an avenue of support for Redland businesses to expand access to global markets for our value-added products.

Regardless of desiring an overall increase in economic output in the short term, the importance is for Redland businesses to be supported with the access to knowledge, advice and opportunity to continue to innovate and thrive.

#### Desired outcomes:

- Increased sector productivity and value-add through adoption of advanced technologies and processes.
- Stronger export performance and supply-chain depth in priority niches (e.g., precision engineering, food & beverage, metals, robotics).
- Improved land/capital efficiency given limited industrial footprint.

#### Objectives:

- Support transition toward Industry 4.0-enabled, high-value production systems.
- Facilitate industrial land capacity increases and intensification where feasible.
- Connect local manufacturers to state programs (e.g., Transforming Queensland Manufacturing 2025–30) and SEQ supply opportunities.
- Promote collaboration with research/education partners for R&D and commercialisation.

#### Measures of success:

- Business depth: number of businesses in advanced manufacturing sub-sectors.
- Export uplift: growth in manufacturing exports
- Productivity: output per worker; value-add per FTE.

## TG2: High value add services

In the context of opportunity for the Redlands economy, High Value Add Services refer to those industry sectors such as Financial and Insurance Services or Professional, Scientific and Technical Services – think architecture and engineering, computer system design, legal and accounting, management and consulting or advertising and market research as examples.

In accepting that the Redlands economy, whilst being competitive, is not a desired location for significant industrial growth, there are clear opportunities and scope for a significant increase in those jobs that are more reliant on being located on, or close to the centres, i.e. those that rely more on office-based accommodation.

There is no shortage of the required expertise to fill roles for any opportunities created – of the close to 7,000 current residents employed in these sectors, over 4,000 exit on a daily basis – predominantly to Brisbane as their place of work.

Whilst it is accepted that a reasonable proportion of these jobs that are tied to large organisations will perhaps only ever be located in a capital city location, there exists a very strong case in promoting and seeking desired development within the principal activity centres – an opportunity presented, though not restricted by the revitalisation projects for Cleveland and Capalaba.

This can be achieved via delivering well-defined centres plans that both highlight and encourage higher end commercial office development to accommodate sector requirements, as well as targeted industry development and investment attraction that promotes local capacity and encourages the decentralisation of traditional CBD based activities

Increased inner city congestion, office floor rates and the desire for workers to reduce travel to work time are additional environmental factors that will contribute to increasing the prospects for attraction and development of opportunities.

### Desired outcomes:

- Growth in targeted high-value sectors located in Redlands activity centres.
- Increased local employment for currently commuting resident professionals.
- Expanded role of centres as competitive, well-specified office hubs.

### Objectives:

- Contribute to City Plan review / development and Centres revitalisation to deliver/implement centre plans that enable higher-end commercial office product.
- Targeted investment attraction for professional and financial services aligned to local talent pools.
- Strengthen enabling infrastructure (digital connectivity, transport access, amenity) to attract firms and talent.

### Measures of success:

- Employment growth: increase in local PSTS/Financial jobs
- Centres vitality: net additional office floorspace
- Business formation: growth in business count and survival rates in target sub-sectors.

### TG3: Visitor economy

For a city with an abundance of natural beauty, indigenous heritage, 335km of coastline, the Visitor Economy can and should play a much larger future role in a prosperous Redlands Coast economy.

Despite our well-recognised natural and cultural attributes, the visitor economy accounted for just 4% of direct contribution to total value add in 2024-25. Whilst the value of contribution has increased over the past five years, growing by \$26.5m to \$232.9m, the contribution percentage has not shown any significant movement for the past 20 years. This stands in contrast to our region's strong lifestyle appeal and strategic proximity to major population centres and strong visitor markets of Brisbane and the Gold Coast.

The attributes of Redlands Coast perfectly align with the state government's 20-year vision, as outlined in Destination 2045, to become the world's leading ecotourism destination, leveraging its incredible biodiversity and natural environments. We possess the natural assets to be a standout location, but we need to work to claim this space.

Visitor economy performance to date reflects constraints in supply-side infrastructure, accommodation, access, destination development and investment facilitation.

One of the most influential supply-side constraints is the limited stock of accommodation, being predominantly supported by Airbnb type offerings and 3-4 star properties. This restricts the ability to attract and retain higher yield visitor segments.

Development of places that contribute to the attraction of visitation – day trip, short or long stay, is an equally critical element to growth. Council, via the planning scheme acts as an enabler for desired activities, potential developments and commercial opportunities to occur. This includes taking advantage of our open spaces where minimally invasive infrastructure can support events to be accommodated.

With targeted interventions focused on building supply capacity, supported by strategic marketing, industry partnerships and enabling policy, Redlands Coast can begin the transition from a largely day-trip destination to a higher-yield, experience-rich visitor economy that plays a much more significant role in the city's economic future.

#### Desired outcomes:

- Improved accommodation capacity and quality (beyond Airbnb and 3–4 star), enabling longer stays and higher yield.
- Experience-rich destinations and activated precincts across locations.
- Better connectivity and infrastructure to support increased visitation

#### Objectives:

- Attract private investment in short term and boutique accommodation
- Enable precinct and access upgrades through planning advocacy
- Partner on destination development and supply-side capability.
- Leverage catalytic projects and legacy opportunities to raise profile and spend.

#### Measures of success:

- Accommodation: additional rooms; occupancy and ADR growth; mix of tiers.
- Visitor yield: visitor spend and average length of stay; growth in non-resident transaction share.
- Place performance: precinct footfall, dwell time, and tourism business count

## TG4: Construction

Construction provided the largest output by industry sector for the period ending FY24, contributing just over \$2.5b, equivalent to 20% of local economic output. Whilst much of this growth has been related to local projects, there remains considerable opportunity over the next several years across Queensland in relation to major infrastructure projects.

In the 2025–26 Queensland Audit Office capital statement, capital projects across Queensland have a total estimated cost of \$153b, with over 30% of that occurring in south-east Queensland, the opportunity for Redlands based construction businesses to benefit, is undeniable due to strategic location and growth projects

On a local level, demand for construction services will continue to grow unabated, driven by residential housing demand, current and planned revitalisation projects for Capalaba and Cleveland, the Priority Development Areas of Southern Thornlands, Toondah Harbour and Weinam Creek, Dunwich Ferry Terminal Upgrade and the Birkdale Community Precinct & Olympic Venue.

Whilst opportunity abounds, the potential limiting factor of skills shortage remains an issue, but also an opportunity for Redlands youth in terms of an occupational pathway – whether this be via in-demand construction trades or higher skilled careers such as civil engineering and project management.

Jobs Queensland’s Anticipating Future Skills data modelling indicates Construction is one of the top 10 industries with growing skills needs between 2024-25 to 2028-29 (by number of new workers).

Engagement with the construction sector, industry groups, education and training providers, as well as relevant state agencies and stakeholders will be critical to taking full advantage of the opportunities presented.

### Desired outcomes:

- Increased output/GVA and number of employing construction businesses.
- Improved industry connectivity to regional project pipelines.
- Expanded local skills pipeline and occupational pathways for youth and career changers.

### Objectives:

- Connect local firms to SEQ tendering and subcontracting opportunities (transport, venues, housing, water, precincts).
- Facilitate local project readiness across PDAs and revitalisation areas (Capalaba, Cleveland, Birkdale, etc.).
- Partner with Jobs Queensland, schools, TAFE/universities to expand apprenticeships, traineeships and higher-skilled pathways.

### Measures of success:

- Firm base: growth in employing construction businesses and employment
- Pipeline access: Contracts/subcontracts won by Redlands businesses in key local projects and regional programs.
- Workforce: apprenticeship/traineeship commencements and completions; reductions in reported skills shortages.

## Future catalytic projects

Redlands Coast is progressing a suite of transformative catalytic projects designed to unlock economic growth, enhance liveability, improve connectivity, and strengthen the city's identity as a gateway to Moreton Bay and Minjerribah/North Stradbroke Island. These initiatives represent major public and private investment across centres, transport hubs, recreation infrastructure, and cultural assets.

Strategically, these projects collectively position Redlands Coast as:

- A thriving regional centre with modern civic, cultural and recreational infrastructure.
- A gateway city for Moreton Bay and Minjerribah.
- A future-ready economy leveraging Olympic legacy, tourism growth, and catalytic-led development.

## Birkdale Community Precinct and Redland Whitewater Centre

The Redland Whitewater Centre, proposed as the Brisbane 2032 Canoe Slalom venue, anchors the broader 62-hectare Birkdale Community Precinct. The project protects 36 hectares of surrounding conservation area whilst delivering a world-class recreation and training facility. The centre will feature elite slalom channels, a beginner course, training lake, and emergency services training infrastructure, alongside community facilities and visitor amenities planned by Council. The venue is anticipated to open in 2028, well ahead of the Games.

The Redland Whitewater Centre, within the 62 hectare Birkdale Community Precinct, is a legacy first investment designed to deliver enduring community, economic and resilience benefits for Redlands Coast well beyond the Brisbane 2032 Olympic and Paralympic Games. The facility is planned as a year round, multi use asset, forming part of a precinct that also protects 36 hectares of surrounding conservation land, ensuring balanced outcomes across recreation, environment and economic development.

To maximise the economic benefits before, during and after the Brisbane 2032 Olympic and Paralympic Games, the City must ensure our workforce, industry and destination capability is strengthened and aligned to on the capitalise on the opportunity. This is in addition to building destination appeal and awareness, and ensuring a well-connected and quality visitor experience.

### *Economic and community impact*

- Major state and federal investment signalling external confidence in Redlands Coast.
- Boost to adventure tourism, sport, events, recreation and hospitality.
- Long-term training base for elite athletes and emergency services.
- Major community asset supporting water safety, wellbeing and public recreation.

### Capalaba town centre revitalisation

The \$250m Capalaba town centre revitalisation is one of Redlands' most significant centre renewal projects. Delivered in partnership with the Shayher Group and Redland Investment Corporation, it is transforming a 1.55-hectare site behind Capalaba Central into a new "urban heart".

#### *Status (2025–2026)*

- Demolition of the old library and customer service centre commenced in Feb 2025 (6-month program).
- Stage One construction is scheduled to begin immediately following demolition, with major activity occurring throughout 2025–2026.

#### *Key features*

- New library, community hall, arts facility, and a three-storey commercial office building.
- A new village green with a large outdoor screen to support a day/night economy.
- A pedestrian-friendly connection between Capalaba Park and Capalaba Central.

#### *Economic and community impact*

- Creates a contemporary civic and cultural precinct supporting jobs and community activity.
- Increases centre attractiveness for private-sector investment over the next five years.
- Enhances Capalaba's role as a regional activity hub.

### Cleveland Town Centre Revitalisation

The Cleveland Town Centre Revitalisation Project represents a unique opportunity for Council to partner with the private sector to deliver a transformative urban renewal project with an integrated master plan, whilst stimulating the economic development opportunities and activating the heart of Cleveland Council has already invested heavily in land acquisition to drive transformation with more than \$12m spent purchasing commercial properties on Bloomfield and Middle Streets to unlock redevelopment opportunities.

#### *Economic and community impact*

- An informed and inspiring partnership approach to develop a thriving urban hub of retail, commercial and residential offerings.
- Renewals of civic and community spaces, including lighting upgrade and marine based developments
- Enabling stakeholder collaboration with property owners, market owners and traders to support strategic activation and creation of place.
- Public and private investment guided by newly adopted streetscape manual to strengthen place identity and amenity.
- Private sector partnerships to support priority precinct enhancements.

### Weinam Creek PDA (Redland Bay)

The Weinam Creek redevelopment continues to transform the area into a vibrant waterfront and critical transport hub.

#### *Key features*

- A 2,100-space multi-level car park beginning construction in 2026, to be completed by 2028.
- A Council-delivered neighbourhood centre including grocery, retail, and medical services.
- Foreshore activation: 46,900 m<sup>2</sup> of rejuvenated parks, walkways and landscaped public space, plus new boat ramp and transport layout improvements.

#### *Economic and community impact*

- Over 700 local jobs and nearly \$30m in economic uplift.
- Essential commuter infrastructure for Southern Moreton Bay Island residents.
- Strengthened retail and service offerings drive visitation and investment.

### Toondah Harbour redevelopment (Cleveland)

The revised 2026 concept for Toondah Harbour focuses on a smaller, on-land mixed-use redevelopment that modernises the port precinct whilst avoiding environmentally sensitive wetlands.

#### *Key features*

- Improved ferry port and public amenities with revitalised harbour infrastructure.
- Up to 900 dwellings, major parking upgrades, retail activation, boardwalks and new green spaces.
- Protection of GJ Walter Park and no development in Ramsar wetlands.

#### *Economic and community Impact*

- Stronger tourism gateway to Minjerrabah/North Stradbroke Island.
- Increased local business activity in hospitality, retail and visitor services.
- Activation ahead of 2032 Games supports visitor flows and regional branding.

### Dunwich (Gumpi) Ferry Terminal Upgrade – Minjerrabah

A major \$4m upgrade is planned under the SEQ City Deal to enhance the island's primary ferry terminal.

#### *Key features*

- New pontoon, shelters, improved arrivals, and integrated transport hub.
- Retail and commercial opportunities aligned with the Gumpi Master Plan.
- Future opportunities for cruise visitation and expanded tourism infrastructure.

#### *Economic and community impact*

- Enhanced connectivity, accessibility, safety and visitor arrival experience.
- Supports Quandamooka-led cultural tourism and local employment.
- Strengthens Minjerrabah's resilience and long-term economic base.

## Extended priorities and opportunities

Redlands Coast's economic future will be shaped not only by its core industries and catalytic projects, but also by a number of emerging and place-based issues and opportunities that require targeted attention.

These additional focus areas reinforce the broader Redlands Economic Development Strategy by identifying high-impact opportunities where targeted intervention can produce measurable benefits. Whether through youth empowerment, circular economy innovation, leveraging the Silver Economy, or strengthening marine services, each focus area contributes to a more diversified, inclusive and resilient economic future for Redlands Coast.

## Opportunities for young people

Redlands Coast is home to approximately 25,000 young people aged 12–24, representing an important segment of the city's future workforce, innovation pipeline and community identity. According to the 2021 Census, the youth unemployment rate (15–24 years) was 9.85%, slightly better than Greater Brisbane (11.9%) and SEQ (11.3%). However, at a suburb level, the Southern Moreton Bay Islands (SMBI) recorded the highest proportion of unemployed youth and the highest rate of disengaged youth (24%), reinforcing the need for targeted action.

Council's Redlands Coast Young People's Action Plan 2024–2027 aims to create safe, strong and self-reliant communities that give young people access to social infrastructure, housing options, welcoming places, and diverse cultural, educational and employment opportunities. The Economic Development Strategy aligns with this direction by focusing on the economic levers that enable young people to stay, participate and thrive.

### *What Role Can Council Play?*

#### Build education and career pathways

- Partner with education, industry and training providers to deliver more localised learning options including VET, TAFE, micro-credentials and university satellite programs.
- Advocate for and support development of a Youth Skills & Innovation Hub within a major centre or revitalisation precinct.
- Champion pathways into work through Council-led traineeships, apprenticeships and placement opportunities, and promote similar opportunities with local SMEs.

#### Support youth innovation and entrepreneurship

- Offer youth-focused business capability programs, digital skills workshops, innovation and entrepreneurship experiences.
- Collaborate with business networks and precinct activation teams to create youth-friendly creative spaces, coworking access, pop-ups and micro-enterprise opportunities.
- Provide pathways for young people to trial business ideas in revitalised precincts such as Cleveland and Capalaba.

### Improve Access and connectivity

- Advocate for more accessible public transport, especially for young people experiencing geographic isolation (SMBI, rural areas).
- Collaborate with operators to ensure connections align with education and work schedules.
- Strengthen digital connectivity to support hybrid learning, remote work and creative enterprise.

### Circular economy leadership

Transitioning towards a circular economy provides a major opportunity to strengthen economic resilience, reduce waste, retain value locally and stimulate innovation. For Redlands Coast - with its strong SME base, marine sector, tourism economy and island communities - circularity represents a practical pathway to lowering transport costs, building local capability and enhancing environmental performance.

Strategic leadership in circular practices positions Redlands Coast as a forward-thinking, sustainable and investment-ready region.

#### *What role can Council play?*

#### Build business capability

- Partner to deliver circular design and sustainability workshops.
- Provide information and tools to help businesses understand and measure material flows.
- Embed circular principles in business support programs through partnerships with industry associations.

#### Support industry innovation and collaboration

- Establish a Circular Business Network to facilitate collaboration between suppliers, innovators and service providers.
- Promote local case studies and circular success stories.
- Facilitate pilot programs - reuse hubs, tool libraries, or food waste recovery partnerships.

#### Strengthen local supply chains

- Map material flows to identify new commercial linkages and reduce resource leakage.
- Encourage local procurement of recovered materials.
- Support shared logistics, shared equipment platforms and product-as-a-service models.

### Silver economy – valuing the potential of an ageing demographic

The ageing population is one of Redlands Coast's most significant demographic shifts. Rather than viewing older adults simply as beneficiaries of services, the Silver Economy recognises them as economic contributors, mentors, consumers, investors and key participants in community wellbeing. Opportunities exist to drive growth in innovative health services, wellbeing and lifestyle offerings, accessible tourism, and flexible employment models that leverage experience.

*What role can Council play?***Strengthen industry engagement and business support**

- Work with health, research and innovation partners to attract investment in aged-care innovation, financial and wellness services and assistive technologies.
- Support local businesses to develop products and services tailored to older residents and visitors.

**Leverage skills, experience and community capacity**

- Encourage the development of intergenerational mentoring networks linking retirees with students, young entrepreneurs and small businesses.
- Support volunteer and consulting pathways that utilise professional expertise.
- Promote lifelong learning programs through libraries and community centres.

**Enable age-Friendly Economic Participation**

- Advocate for embedded age-friendly design in key centre revitalisations to improve accessibility and local spending.
- Promote to and support businesses to encourage flexible work opportunities suitable for older adults to retain knowledge
- Encourage development of age-friendly tourism and leisure experiences across islands and mainland destinations.

**Marine services and supply chain**

The marine sector is foundational to Redlands Coast's identity and economy. Ferry networks linking the mainland to Minjerribah and the Southern Moreton Bay Islands underpin mobility for residents and visitors, whilst supporting a network of local service providers including repairers, maintenance specialists, marine fabricators, and vessel manufacturers. Our geographical advantage as a gateway to the islands creates enduring demand for marine logistics, maritime tourism and supply-chain activity.

Major infrastructure investments such as the Weinam Creek and Toondah Harbour redevelopments will further strengthen this sector, whilst the region's hosting of Brisbane 2032 Canoe Slalom events will help to provide focus on water-based tourism opportunities.

*What role can Council play?***Support industry capability and workforce development**

- Highlight training and capability-building programs focused on advanced fabrication, diagnostics, digital tools and marine servicing.
- Facilitate partnerships between marine manufacturers, ferry operators, VET providers and universities.

**Strengthen marine precincts and infrastructure**

- Advocate for marine-friendly design and infrastructure as part of major precinct upgrades.
- Protect and grow marine industry through supportive zoning and land-use policy.
- Partner with state agencies to ensure waterfront infrastructure keeps pace with industry needs.

#### Enhance supply chain efficiency and innovation

- Map marine supply chains to highlight local procurement opportunities and reduce reliance on external providers.
- Support pilot programs in circular marine repair, materials recovery and sustainable vessel maintenance.
- Promote marine tourism product development in partnership with mainland and island communities and operators.

## ‘Always on’ Business and Industry Support

### Industry and business development

Redland City Council is a proud signatory to The Queensland Small Business Commissioner’s Small Business Friendly Program, which focuses on collaboration, lowering barriers, improving support, and strengthening local business ecosystems

Aligning with the commitments of the program, Council delivers a comprehensive suite of business support services through the Industry and Business Development Program. This includes tailored assistance, connecting operators to the Council service areas, government agencies, industry bodies and business groups. Businesses can access guidance on navigating government processes, insights to understand markets and operating conditions, and information on targeted programs such as mentoring, digital solutions, workforce development, exporting and general business improvement.

Council also makes it easier for local businesses to supply to Council, offering clear information on tendering, procurement requirements and how to become an approved supplier. This aligns with the Small Business Friendly commitment on creating opportunities for small and island-based businesses to participate in local supply chains - including the dedicated island procurement initiative aimed at increasing opportunities for on island suppliers. Alongside procurement support, Council provides high quality economic and community data to help businesses understand demographic shifts, consumer behaviour and local economic trends, enabling better planning and more informed decision making.

Capability uplift is delivered through a year-round program of business workshops, digital skills training, industry networking events and resilience capacity building, both in terms of economic and disaster recovery elements – the latter of which has become an increasingly important focus as a result of recent severe weather events. These sessions help businesses respond to technological demand, expand their networks, strengthen local ecosystems and build resilience. Council also works closely with the Redlands Coast Chamber of Commerce, the Straddie Chamber of Commerce and the SMBI Chamber of Commerce to support place-based business activity and ensure strong representation across the mainland and islands.

Communication and engagement are central to Council’s business support approach. Operators are encouraged to connect through in-person events, direct advisory support, chambers of commerce, and Council’s regular business e-news, ensuring

they stay updated on economic development initiatives, grants, tenders, training opportunities and emerging programs.

Collectively, these services help create a more confident, capable and connected business community - positioning Redlands Coast businesses to thrive in changing economic conditions and capitalise on the opportunities emerging over the next five years.

### Trade and investment

Investment attraction is a critical lever for driving long-term prosperity in Redlands Coast. Whilst strong local business foundations and organic growth are essential, they are not sufficient on their own to achieve the city's ambitions for diversification, higher-value job creation, and increased economic resilience.

A dedicated investment attraction function within Council's Economic Development team ensures Redlands can compete effectively for local, regional, national and international investment opportunities—particularly in targeted sectors such as advanced manufacturing, high-value services, visitor economy and construction.

Internationally, investment attraction and trade development are inseparable. Council's ED team plays a critical linking role between local businesses and Trade and Investment Queensland (TIQ), Austrade, and other in-country trade commissioners - partners that provide market intelligence, export pathways, investor matchmaking, and introductions to global buyers and distributors. By working closely with these agencies, Redlands Coast can amplify its international value proposition, targeting offshore investors in advanced manufacturing, circular economy innovation, marine services, health and wellbeing, tourism, and education. These connections also support local SMEs to expand into global markets, diversify revenue streams, and build resilience.

As a program, investment attraction strengthens Redlands Coast's ability to proactively position itself in the market, develop compelling investment cases, and coordinate cross government relationships that influence decision-making. This includes profiling catalytic precincts such as Capalaba, Cleveland, Birkdale and Redland Bay; promoting the city's workforce strengths and proximity to Brisbane; and showcasing emerging opportunities in areas like marine services, island economies, circular innovation and health/wellbeing.

By maintaining market intelligence, tracking investor enquiries, and engaging with developers, industry associations and trade partners, the program ensures Council is visible, responsive and investor ready.

A structured investment attraction effort also aligns directly with multiple objectives of the Economic Development Strategy. It supports business retention and expansion, strengthens industry diversification, enables centre-based employment growth, accelerates visitor economy development, and enhances economic governance and partnerships.

By grounding investment attraction in the Strategy's sector priorities, efforts can be focussed on opportunities with the highest potential economic multipliers - whether that is attracting new industrial or commercial tenants to, enabling tourism and accommodation projects, facilitating industrial innovation, or supporting new entrants in growth sectors.

Given the scale of catalytic projects underway and Redlands' evolving identity as a competitive coastal city adjacent to the capital, a standalone Investment Attraction Strategy will be developed to provide deeper positioning, targeted sector propositions, and clear engagement pathways. This will sharpen the region's pitch, ensure consistency across all channels, and provide a roadmap for proactive pursuit of market opportunities.

The EDS sets the strategic foundation; the Investment Attraction Strategy will operationalise it - ensuring Redlands Coast is confident, clear and compelling in the national and global investment landscape.

### Monitoring and evaluation

The EDS sets out clearly defined Desired Outcomes, Objectives and Measures of Success. Reported outcomes and progress will be measured via:

- Monthly Activity Reporting
- Year by Year Action/Implementation Plan
- Yearly Review and Report to Council and Stakeholders

### Redlands Coast Prosperity Index (RCPI)

The Corporate Plan 2026–2031 sets a clear ambition for Redlands Coast:

*“Prosperous Economy - a flourishing and evolving economy attracting investment, innovation and opportunity.”*

To demonstrate progress toward this goal, Council needs a simple and credible way to measure prosperity, not only through traditional indicators like GRP, but also in terms of the city's resilience, business dynamics, job quality, skills base and the strength of key sectors.

The Prosperity Index converts these principles into a Redlands Coast specific, easy-to-understand score, that will provide visibility to both Council and the community to see whether the economy is truly becoming more prosperous.

It is important to note that this is not conceived as a benchmark for regional comparison – it is a measure of progress against the baseline of Redlands Coast individual economic reality, year upon year.

The Index consolidates key economic indicators into four core pillars:

#### Attracting Investment:

This pillar measures the city's ability to grow its economic base through new business formation, capital investment and expansion of priority sectors. It captures indicators that reflect investor confidence, economic scale and the depth of industry specialisation. In essence, it shows whether Redlands Coast is effectively drawing in new enterprises, retaining existing ones and increasing its share of high-value activity.

Key measures include growth in new businesses, sector depth in target industries, business resilience through reduced exits, average project investment, and changes in Gross Regional Product

#### Innovation and Business Dynamism

This pillar focuses on the adaptability, competitiveness and long-term evolution of the local business ecosystem. It tracks how effectively the economy is transitioning toward higher-value and knowledge-intensive industries and assesses the dynamism of business creation and turnover.

It represents the city's capacity to innovate, attract professional talent, encourage entrepreneurial activity and build resilience through a diverse, future-ready industry mix. Measures include growth in knowledge-intensive sectors, industry specialisation indicators (LQs), business formation rates and business exit rates.

#### Opportunity and Quality Jobs

This pillar assesses whether the economy is generating meaningful employment opportunities that support prosperity, inclusion and improved quality of life. It reflects job creation, labour market strength, income growth, and productivity—offering insight into how well the economy is supporting residents in securing stable, well-paid and accessible employment.

It also captures the degree to which residents can work locally, reducing travel burdens and keeping spending within the community. Measures include job growth, unemployment and participation rates, wages, productivity, and job self-containment.

#### Foundations (Skills and Socio-economic Capacity)

This pillar measures the underlying strengths of the community - its education levels, qualifications and socio-economic resilience. These foundations determine the city's long-term ability to support a productive workforce, attract employers, and adapt to structural economic change.

It represents the depth of human capital and the stability of the community, providing insight into whether Redlands Coast has the skills, qualifications and socio-economic conditions required to sustain a competitive and resilient economy. Indicators include SEIFA scores, educational attainment, and qualification levels among residents.

Prosperity Indicator	Measure
<p><b>Attracting Investment</b></p> <p>New business attraction, growth in priority sectors, capital investment, business resilience, economic scale</p>	<ul style="list-style-type: none"> <li>○ Number of new businesses as a proportion of total businesses</li> <li>○ Number of businesses registered (total business base)</li> <li>○ Number of target industry businesses registered (sector depth and focus)</li> <li>○ Business exits as a proportion of total businesses (resilience indicator)</li> <li>○ Average investment per project (capital attraction)</li> <li>○ Location quotients (LQs) for key industries (industry specialisation)</li> <li>○ Change in GRP (overall economic scale and growth)</li> </ul>
<p><b>Innovation and Business Dynamism</b></p> <p>Evolution of the business base, high value/strategic industry growth, competitiveness, adaptability of the economy</p>	<ul style="list-style-type: none"> <li>○ Number of new businesses (indicator of entrepreneurial activity)</li> <li>○ Number of businesses in knowledge intensive sectors</li> <li>○ Location quotients (LQs) for target industries (identifies sector competitiveness and specialisation patterns)</li> <li>○ Business exit rates (turnover and competitiveness)</li> </ul>
<p><b>Opportunity and Quality Jobs</b></p> <p>Job creation, workforce participation, job quality, productivity, income and economic inclusion</p>	<ul style="list-style-type: none"> <li>○ Increase in number of new jobs / employment opportunities (job creation)</li> <li>○ Number of employing businesses</li> <li>○ Low unemployment rate (labour market strength)</li> <li>○ Participation rate (labour force engagement)</li> <li>○ Improvement in average wages or salaries (job quality)</li> <li>○ Job Self-containment (proportion of residents working locally)</li> <li>○ Improvement in worker productivity (output per worker)</li> </ul>
<p><b>Skills and Socio-economic Capacity</b></p> <p>Underlying skills, education, and socioeconomic conditions enabling long term economic prosperity</p>	<ul style="list-style-type: none"> <li>○ SEIFA score (socio-economic resilience)</li> <li>○ Education attainment (e.g., Year 12 completion, post-school qualifications)</li> <li>○ Qualification levels (formal skill base of the workforce)</li> </ul>

### Strategic context

The Redlands Coast Economic Development Strategy 2026-2030 aligns to a broader policy framework and support at the State, Federal and local government level that reflects strategic direction for economic growth, resilience, job generation and land use planning.

Level	Policy, strategies and plans
<b>Local</b>	<ul style="list-style-type: none"> <li>▪ Our Future Redland City: Corporate Plan 2026-2031</li> <li>▪ Redland City Plan 2018</li> <li>▪ Redlands Coast Destination Management Plan 2023-2028</li> <li>▪ Redland Open Space Strategy 2026 (under development)</li> <li>▪ Redlands Coast Stronger Communities Strategy 2024 -2027</li> <li>▪ Redlands Coast Young People’s Action Plan 2024 -2027</li> <li>▪ Redland Housing Strategy 2024-2046</li> <li>▪ Redlands Coast Active Transport 2025-2046 (under development)</li> <li>▪ Redlands Coast Access and Parking Strategy 2025-2046 (under development)</li> </ul>
<b>State</b>	<ul style="list-style-type: none"> <li>▪ Shaping SEQ Regional Plan</li> <li>▪ The Right Skills Strategy 2025-2028</li> <li>▪ Transforming Queensland Manufacturing Strategy 2025-30</li> <li>▪ Small Business Friendly Program</li> </ul>
<b>Federal</b>	<ul style="list-style-type: none"> <li>▪ Future Made in Australia Act</li> <li>▪ Brisbane South East Local Jobs Plan</li> <li>▪ Free Trade Agreements</li> </ul>

### Market and stakeholder insights

This Strategy has been informed through a comprehensive and iterative evidence-based process designed to ensure the strategy is both grounded in contemporary economic realities and aligned with future opportunities.

Development drew on a balance of internal insights, economic analysis, demographic trends, industry engagement, and consultation.

Feedback from business leaders, industry groups, government partners, and internal stakeholders provided a clear understanding of the challenges and opportunities facing the local economy. Their perspectives helped identify priority sectors, capability gaps, and the types of interventions most likely to deliver measurable impact. This engagement process ensured that the strategy is not only technically robust but also practically grounded in what stakeholders need to drive economic resilience and prosperity.

Informing insights considered during the preparation of this Strategy have been drawn from provided and commissioned reports such as:

- Economic Development Framework 2014-2041 Review
- Redlands Small Business Insights Survey - ORIMA Research (2025)
- Redlands State of the Economy Report - Econosis (2025)
- SMBI Economic Analysis – Econosis (2024)
- SME Opportunity, Uplift, Resilience & Connectivity Ecosystem Report - Luminair/One People (2026)
- Centres Review (2026)
- Redland Hotel Accommodation Investment Analysis – AEC Group (2024)
- Redlands Coast Accommodation Analysis (2025)
- Redlands Coast Destination Management Plan 2023-2028
- Redlands Regional Jobs Committee Annual Action Plan (2025-27)
- Marine Industry Supply Market Analysis – ICN (2025)
- Consultation input to Council’s Corporate Plan (2025)

### Acknowledgement of support and contribution

Redland City Council would like to thank key stakeholders who provided input to the development of the 2026-2031 Economic Development Strategy and Roadmap, including Redland Chamber of Commerce, Straddie Chamber of Commerce, SMBI Chamber of Commerce, Council of Mayors South East Queensland (CoMSEQ), Department of State Development, Infrastructure and Planning, Regional Development Australia - Logan & Redland, Redlands Coast 2032 Legacy Working Group, Redlands Regional Jobs Committee, The Minjerrabah Moorgumpin Elders-in-Council Corporation, Logan Redlands Connect, Brisbane Economic Development Agency (BEDA), AusIndustry, Department of Primary Industries, Department of Small and Family Business, and Redland Investment Corporation.

Council would also like to thank all community members who provided economic development related insights and ideas through the community consultation process for the new corporate plan. This feedback was also utilised for the development of the 2026-2031 Economic Development Strategy and Roadmap.

**2026–2031**

**REDLANDS COAST**

**ECONOMIC DEVELOPMENT ROADMAP**

DRAFT

NOTE: This document is not in its final design form. It will be professionally designed post Council consideration and finalisation.

## Acknowledgement of Country

Redland City Council is committed to working with Traditional Custodians, supporting their role as custodians of their traditional lands and helping ensure the future prosperity and cultural enrichment across Redlands Coast.

Council acknowledges the Goenpul, Ngugi and Noonuccal First Nations Peoples of the Quandamooka region and recognises that the Quandamooka People are the Traditional Custodians of much of Redlands Coast. Council also extends its acknowledgement of Traditional Custodians to the Danggan Balun (Five Rivers) claimant group who are currently in the process of Native Title determination for an area that crosses into southern Redlands Coast.

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## Message from the Mayor

Our Redlands Coast community shows resilience, resourcefulness, and a deep pride in our bayside home. Over the past two years, I have seen first-hand both the challenges and the extraordinary determination of our residents, community groups and local businesses - whether recovering from severe weather events or navigating the everyday pressures of a growing region.

The 2026-2031 Economic Development Roadmap seeks to build upon that strength. It sets a clear, practical and future-focused pathway to ensure our city remains prosperous, adaptable and opportunity-rich.

The Roadmap recognises a simple truth - that economic resilience is not just about numbers on a page. It is about people - backing local businesses, enabling innovation, creating meaningful jobs close to home, and ensuring our young people can see a future for themselves here on Redlands Coast. This approach brings together Council, industry, the community and wider stakeholder groups to share priorities that strengthen our economy and protect the livability and character of our city.

Ensuring economic prosperity requires us to understand and address our challenges, be creative in seeking and nurturing our unique opportunities, and consider the impact of our decisions for today, and the future. In order to strengthen the economy of Redland City, and retain the unique lifestyle we all enjoy, we will have to ensure the right levers are in place to support our desired investment, deliver needed infrastructure, and strengthen the strategic partnerships that underpin long-term success.

Council's Roadmap seeks to reflect the growing maturity of our region. It seeks to elevate the role of our activity centres, embrace the opportunities of a diversifying workforce, and position Redlands Coast to benefit from both local catalytic projects and broader south east Queensland momentum. It also seeks to confront the challenges ahead, from skills shortages to visitor economy constraints and the distinct needs of our island communities.

The next five years will begin to shape the future of Redlands Coast, as we move towards south east Queensland's Olympic Games delivery. With this Roadmap, Council is choosing to lean into the opportunities before us – to diversify our economy, lift our aspirations, and build a city that remains both uniquely Redlands and firmly future-ready.

## The Vision – A prosperous economy

OUR FUTURE REDLAND CITY, CORPORATE PLAN 2026–2031 has a clearly stated economic vision: *Prosperous Economy - a flourishing and evolving economy attracting investment, innovation and opportunity.*

The Economic Development Strategy (EDS) 2026-2031 aligns with this vision, to set a clear, evidence driven and practical roadmap to guide the Redlands Coast toward a more prosperous, inclusive, and resilient economy. It establishes a focused framework of objectives and measurable actions through which Council can influence the local economic environment - supporting business success, attracting desired investment, and enhancing community wellbeing.

Prosperity, in the context of the Strategy refers to creating the conditions to encourage a thriving, resilient and opportunity rich Redlands Coast - It is more than economic growth alone - it is about ensuring residents have access to quality and diversity of local jobs, businesses have the confidence to invest and innovate, and the community has the skills and socio-economic foundations needed to adapt and succeed over time.

The Strategy, developed with insights from industry experts, input from community and feedback from key industry partners, responds through five Strategic Pillars, reinforced by four Targeted Growth Sectors and highlights some extended priorities for investigation and development – each underpinned with clearly set out desired outcomes, objectives and measures of success.

A key innovation designed to track year-on-year progress is the newly developed Redlands Coast Prosperity Index (RCPI) which will provide feedback across multiple metrics, aligned with the desired goals as articulated in Vision.

This EDS Roadmap provides a concise overview of the Strategy to provide clarity of direction, purpose and understanding throughout Council, for our businesses, our community, our strategic partners and those seeking to invest and participate in our Redlands Coast future.

## Our Redlands Coast: A city of natural opportunity

Redlands Coast is uniquely distinctive - capital city adjacent, yet defined by an extensive coastline, seven residential islands, and high-value natural landscapes. Significant conservation areas, rural settings, and a strong agricultural heritage all contribute to a unique urban form that blends coastal living with environmental stewardship and semi-rural character.



Redlands Coast continues to experience steady population growth and is on target to reach 210,000 by 2046 via new and expanding residential developments, an increase in medium-density housing and the future development of the Southern Thornlands PDA, which will ultimately provide around 8,000 homes and account for up to half of that future growth.

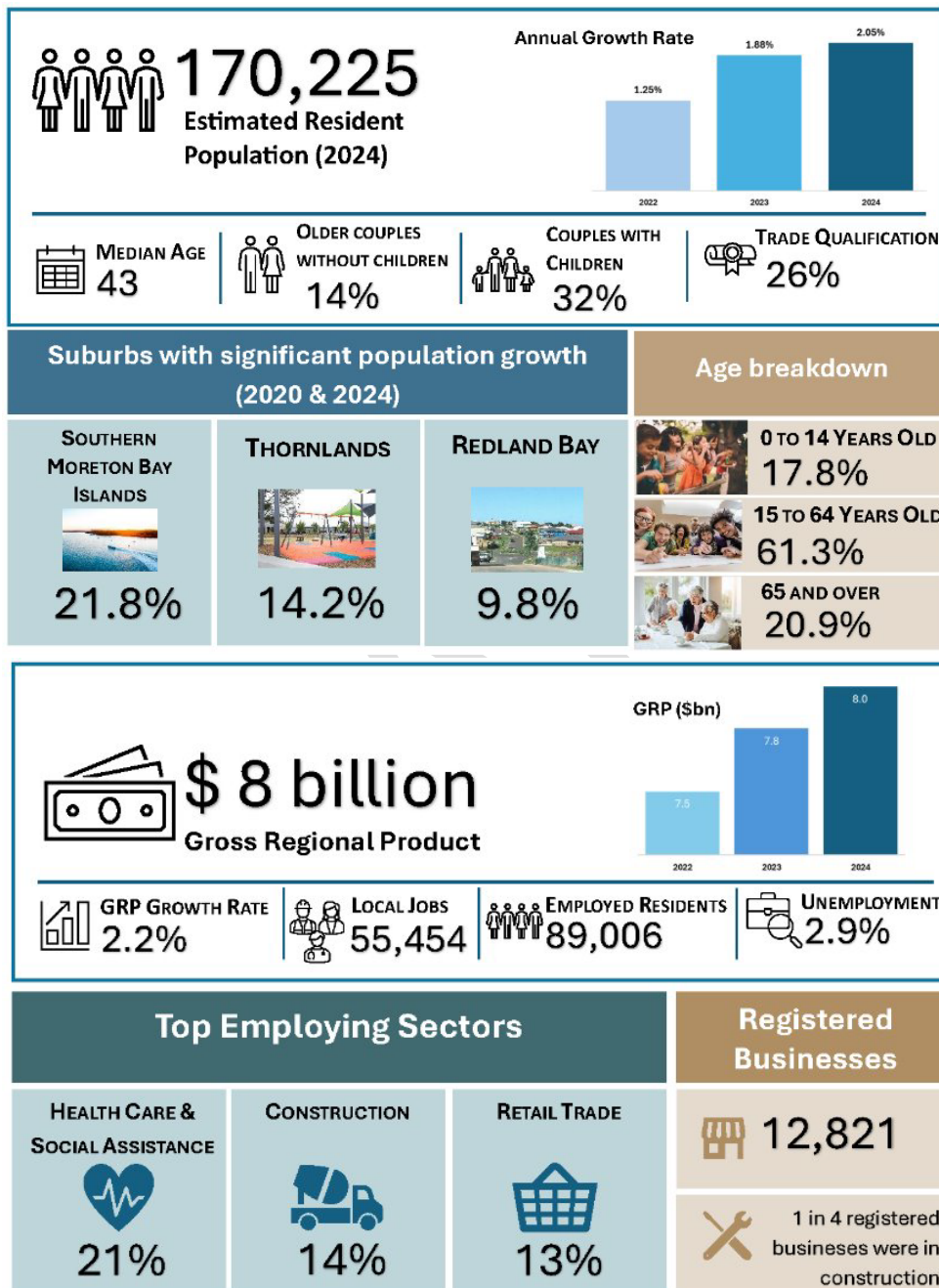
With more than 12,000 of the city’s residents living across the non-mainland connected islands, Redlands Coast really is unique amongst all other Australian local government areas. Of course, this presents challenges and adds to the level of regional distinctiveness, however, with a wealth of natural and cultural assets, balanced planning, industry and visitor experience development and investment attraction, Redlands Coast can evolve as a thriving, diversified, environmentally responsible and prosperous city.

The Redlands workforce is characterised by high skill levels, strong labour force participation, and comparatively low unemployment, underscoring the region’s economic resilience.

Business activity is expanding, with more than 12,800 active local businesses contributing to a dynamic and entrepreneurial environment. Exporting industries are continuing to bring new income into the region making them critical for productivity and wage growth, and rising demand from local markets is supporting strong growth in multiple professional service sectors.

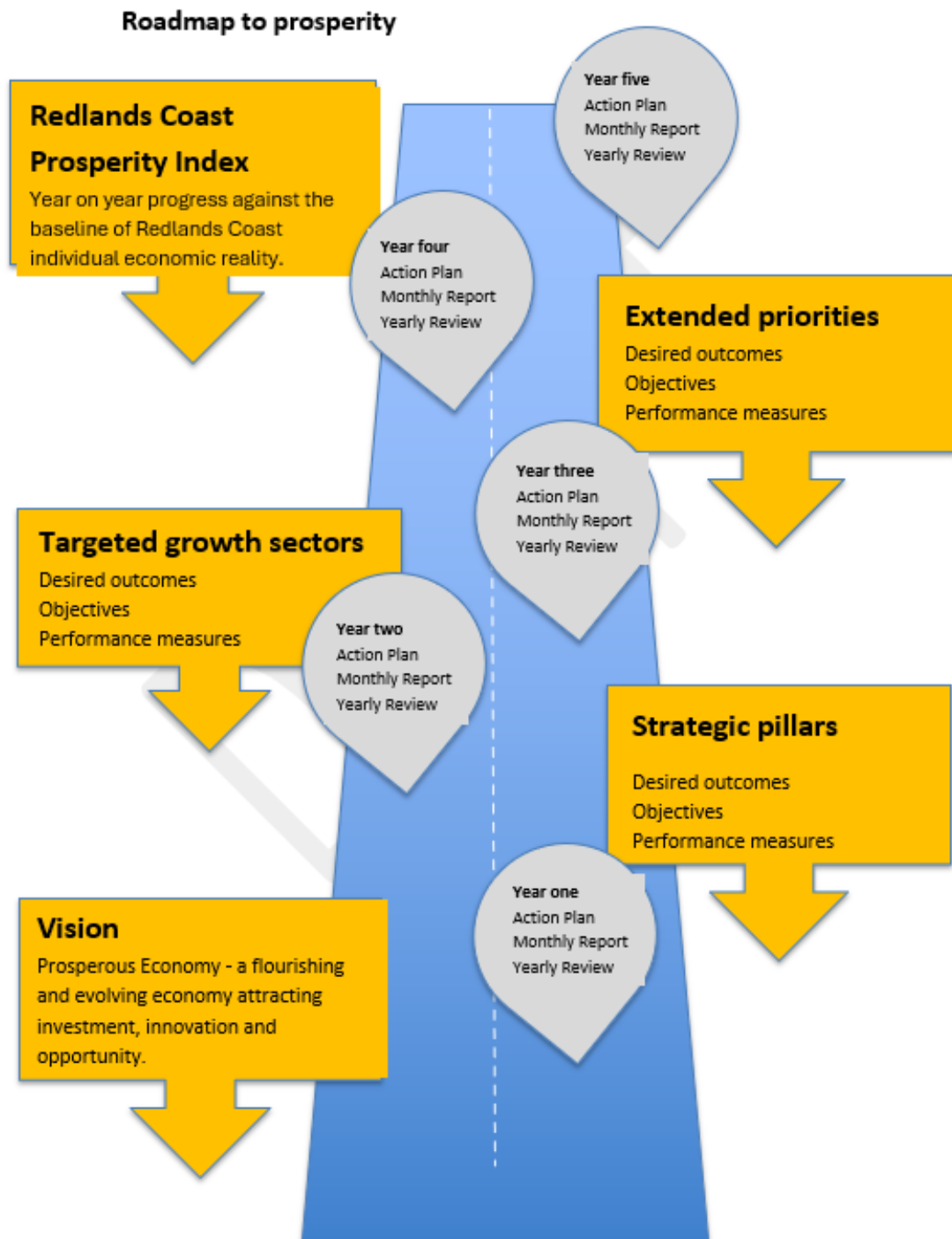
As an important cross sector contributor, the tourism sector continues to draw in valuable visitor expenditure, with distinct opportunities to strengthen the proportionate role it plays in the broader economy.

Overall, the Redlands Coast presents a compelling economic story - one of steady growth, sector diversification, and strategic opportunity. These trends position the LGA for continued prosperity and invite deeper exploration into the industries, talent, and investment pathways shaping its future.



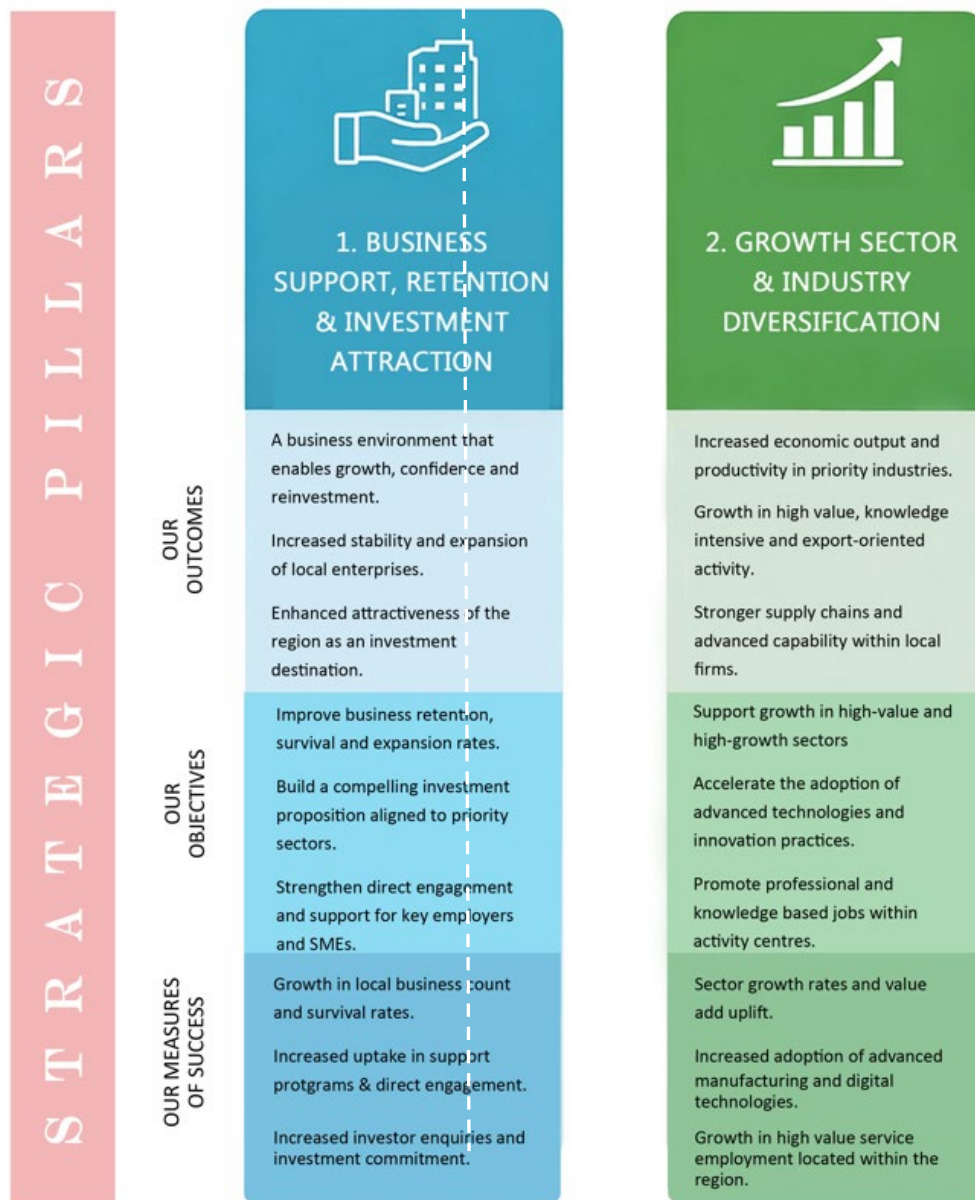
**Supporting Island economic resilience:** Island communities are inherently shaped by distance, transport dependency, constrained land availability, seasonal visitation and limited commercial activity. With high reliance on mainland transport, limited commercial and industrial spaces, higher operating costs and strong community identity, there is growing demand for localised economic activity. As day and overnight visitation on the islands increases at varying rates, stakeholders will need to collaborate to support effective management of impacts to support sustainable tourism outcomes. This includes service, environmental and operator capacity. Tailored approaches for Minjerribah and SMBI will ensure targeted, place-based solutions and support a sustainable economic future across all islands.

**Job self-containment – a window to workforce capability:** 52.3% of resident workers leave Redlands Coast each day to work elsewhere - predominantly in Brisbane. Through targeting existing workforce specialties in sectors that suit desired industry and employment, the necessary planning strategies to facilitate the required spaces and places are clearer, which in turn informs investment attraction priorities aligned to workforce availability. Analysis of journey to work data has highlighted some key opportunities which have in turn informed the focus on target sectors.



### Strategic pillars

Five strategic pillars respond to identified challenges and opportunities that underpin the city’s economic trajectory.



 <p><b>3. WORKFORCE, SKILLS &amp; YOUTH OPPORTUNITIES</b></p>	 <p><b>4. VISITOR ECONOMY &amp; PLACE BASED ACTIVATION</b></p>	 <p><b>5. ECONOMIC GOVERNANCE, LEADERSHIP &amp; PARTNERSHIP</b></p>
<p>Strong alignment between local skills and employer needs.</p> <p>Improved engagement, retention and career pathways for young people.</p> <p>Better access to VET and tertiary options education, jobs and services.</p> <p>Advocate for increased vocational, tertiary and industry linked opportunities.</p> <p>Strengthen youth pathways into employment, entrepreneurship and training.</p> <p>Increase the proportion of jobs filled by local residents.</p> <p>Reduced youth unemployment and disengagement.</p> <p>Increased completions of traineeships, apprenticeships and micro credentials.</p> <p>Improved job matching outcomes, participation rates and local opportunities</p>	<p>Improved accommodation options and precinct infrastructure.</p> <p>Vibrant centres and coastal destinations that drive local spend and activation.</p> <p>A higher yield, experience rich visitor economy</p> <p>Attract investment to expand commercial accommodation capacity.</p> <p>Improved island and coastal connectivity and visitor infrastructure.</p> <p>Explore opportunities where zoning changes can improve outcomes</p> <p>Support place activation and revitalisation in key activity centres.</p> <p>Growth in visitor expenditure and stays.</p> <p>Increases in accommodation stock and occupancy.</p> <p>Footfall and dwell time improvements in activated precincts.</p> <p>Growth of tourism businesses and cultural/eco tourism offerings</p>	<p>Clear, transparent and accountable economic delivery.</p> <p>Strong partnerships unlocking opportunities, funding and investment.</p> <p>An enhanced reputation for being investment ready and strategically aligned.</p> <p>Establish effective internal and external communication and collaboration pathways that support the delivery structures for the EDS.</p> <p>Foster targeted partnerships with education, industry, Traditional Owners and State agencies.</p> <p>Improve transparency through accessible reporting and metrics.</p> <p>Strengthen advocacy for major projects and investment.</p> <p>Delivery of annual action plans and KPIs.</p> <p>Number and quality of formal partnerships.</p> <p>Improved stakeholder satisfaction and reputation.</p> <p>Value pipeline of citywide investment.</p>

## Targeted growth sectors (TG1–TG4)

In addition to an ongoing commitment to continue delivering a level of ‘always on’ business and industry support to all Redlands Coast businesses, targeted efforts will support identified sectors that are expected to deliver valuable benefits in 2026-2031. These sectors have been identified to build broader economic capability, attract new investment and diversify the current economic base, which is heavily weighted to population serving sectors.

### TG1: Advanced manufacturing:

Manufacturing plays a vital role in the Redlands Coast economy, ranking second to Construction in economic output and standing as the city’s largest export contributor. Despite a relatively small industrial footprint compared with other SEQ LGAs, Redland manufacturers have continued to strengthen productivity through innovative technologies and advanced manufacturing practices. The shift toward advanced manufacturing, the State government’s focus on Transforming Queensland Manufacturing 2025–30 and the expansion of activities tied to statewide growth and supply chain demand present clear opportunities for renewed sectoral growth and greater long-term economic contribution. Central to realising this potential is ensuring Redlands Coast businesses are supported to access knowledge, expert advice and industry opportunities for capability uplift that allow them to adapt, grow and thrive.



### TG2: High value add services:

High Value Add services which include professional, technical, scientific and financial services represent a major opportunity to the Redlands economy. With close to 7,000 residents already employed in these sectors and more than 4,000 commuting daily to adjacent LGA’s, there is strong latent potential to grow office-based employment locally by encouraging development within principal activity centres like Cleveland and Capalaba. Redlands Coast can create the conditions for significant growth in these knowledge-intensive high value sectors by delivering clear centre plans that support higher-quality commercial office space and by targeting investment attraction that promotes local capability and decentralised traditional CBD-based roles.



**TG3: Visitor economy:**

With its natural beauty, indigenous culture, 335 kilometers of coastline and unique islands, Redlands Coast has all the foundations for a much stronger visitor economy than its current economic contribution. This underperformance is in stark contrasts with the city's lifestyle appeal and proximity to major visitor markets and is largely a result of supply side constraints including limited accommodation stock along with gaps in access, infrastructure, investment facilitation and destination development.



There is opportunity to extend visitor stay and spend by strengthening the capacity of existing operators, in addition to increasing the offering of quality experiences that lean into the cultural and natural assets of the area. Addressing supply constraints, supported by strong planning frameworks, enabling policy, strategic marketing and industry partnerships, presents a clear opportunity for Redlands Coast to evolve from a predominantly day trip location into a higher yield and experience rich destination that contributes far more significantly to the city's long term economic prosperity.

**TG4: Construction:**

Construction is a foundational stone of the Redlands Coast economy, contributing the largest output by industry driven largely by local residential and precinct-based development. With Queensland's capital program forecast value of \$153 billion in major projects statewide (30% of which is in SEQ), Redlands construction businesses are well-placed to benefit from unprecedented infrastructure investment due to the city's strategic location.



Locally, demand will remain strong through ongoing housing needs and major initiatives such as the revitalisation of Cleveland and Capalaba, the PDAs at Weinam Creek, Toondah Harbour and Southern Thornlands, the Dunwich Ferry Terminal Upgrade and the Birkdale Community Precinct. Maximising these opportunities will require strong engagement between industry, education and training providers, state agencies and local stakeholders to ensure workforce readiness and strong sector capability.

## Extended priorities and opportunities

Redlands Coast's economic future will be shaped not only by its core industries and catalytic projects, but also by a number of emerging and place-based issues and opportunities that require targeted attention.

### Opportunities for young people:

Redlands Coast is home to around 25,000 young people aged 12-24, representing an important segment of the city's future workforce, innovation pipeline and community identity. We recognise that we lose young people due to lack of tertiary opportunities, desired jobs and environment. We also recognize that this is often a returning cohort in the 40+ year category. The EDS aims to arrest this trend by focusing on economic levers that enable young people to stay, participate and thrive. It's a challenge, but a worthwhile one.

What role can Council play? Support education and career pathways, support youth innovation and Entrepreneurship, improve access and connectivity

### Circular economy leadership:

For Redlands Coast - with its strong SME base, marine sector, growing visitor economy and island communities - circularity represents a practical pathway to lowering costs, building local capability and enhancing environmental performance. Strategic leadership in circular practices positions Redlands Coast as a forward-thinking, sustainable and investment-ready region.

What role Can Council play? Build Business Capability / Support Industry Innovation & Collaboration / Strengthen Local Supply Chains

### Silver economy:

The Silver Economy recognises the ageing demographic as economic contributors, mentors, consumers, investors and key participants in community wellbeing. Opportunities exist to drive growth in innovative health services, wellbeing and lifestyle offerings, accessible tourism, and flexible employment models that leverage experience.

What role can Council play? Strengthen industry engagement and business support, leverage Skills, experience and community capacity, enable age-friendly economic participation.

### Marine services and supply chain:

The marine sector is foundational to Redlands Coast's identity and economy. Ferry networks linking the mainland to Minjerrabah and the Southern Moreton Bay Islands underpin mobility for residents and visitors, whilst supporting a network of local service providers including repairers, maintenance specialists, marine fabricators, and vessel manufacturers. Our geographical advantage as a gateway to the islands creates enduring demand for marine logistics, maritime tourism and supply-chain activity.

What Role Can Council Play? Support industry capability and workforce development, strengthen marine precincts and infrastructure, enhance supply chain efficiency and innovation.

## Catalytic projects

With a pipeline of major projects, Redlands Coast is set to undergo transformational change, accommodating a growing population and providing the facilities, infrastructure and services to meet future demand.

- Birkdale Community Precinct and Whitewater Centre – the proposed 2032 Canoe Slalom venue and recreation and training centre anchors the broader 62-hectare Community Precinct.
- Capalaba Town Centre Revitalisation – a \$250 million new urban heart for Capalaba delivering office building, new library, community hall, arts facility and village green.
- Cleveland Town Centre Revitalisation – delivery of a new Master Plan to transform Cleveland’s urban renewal activation commercial, hotel, retail and civic spaces.
- Weinam Creek PDA (Redland Bay) – creation of a vibrant waterfront and critical transport hub servicing Southern Moreton Bay Islands and Redland Bay.
- Toondah Harbour Redevelopment (Cleveland) – development of a stronger tourism gateway to Minjerrabah, improved ferry port and public amenities, accommodation, retail activation, boardwalks, green spaces and protection of GJ Walter Park/Ramsar wetlands.
- Dunwich (Gumpi) Ferry Terminal Upgrade – a \$4million upgrade to enhance Minjerrabah’s main ferry terminal (new pontoon, shelters, retail and commercial hub)

### **‘Always on’ business and industry support**

In addition to working with stakeholders to deliver strategic, collaborative and catalytic initiatives to support economic development, Council provides an ‘always on’ support service for business and industry through the Economic Development and Partnerships Group- this includes access to economic and community data and insights, business and investment concierge service, industry workshops and events, and resources to help anyone looking to start, grow and diversify their business in Redland City.

Find out more at [www.redland.qld.gov.au/Business-and-investment](http://www.redland.qld.gov.au/Business-and-investment)

## Strategy monitoring and reporting

The EDS sets out clearly defined Desired Outcomes, Objectives and Measures of Success. Reported outcomes and progress will be measured via:

- Year by Year Action/Implementation Plan
- Monthly Activity Reporting
- Yearly Review and Report to Council and Stakeholders

## Redlands Coast Prosperity Index (RCPI)

The RCPI was conceived and developed as a measure that brings together key indicators from published data in an innovative format to track and measure progress toward the Vision of a Prosperous Economy: a flourishing and evolving economy attracting **investment**, **innovation** and **opportunity**. Added to these three metrics was the underlying foundational requirement of Skills & Socio-economic Capacity - measuring the underlying strength of the community

Rather than relying solely on traditional measures such as Gross Regional Product which only provide a partial view of local economic performance, the RCPI offers a more holistic and place-specific framework. It enables year-on-year monitoring of economic and social prosperity through a single Redlands Coast-focused score, making the city's development trajectory easier to communicate and understand. The Index draws on robust and regularly updated datasets from sources such as ABS, ABR, SALM, NIEIR and SEIFA.

The RCPI is a weighted score that utilises a traffic light system across all individual and combined measurements to indicate **EXPANDING**, **MODERATING** and **CONTRACTING** conditions.



### **Acknowledgement of support and contribution**

Redland City Council would like to thank key stakeholders who provided input to the development of the 2026-2031 Economic Development Strategy and Roadmap, including Redland Chamber of Commerce, Straddie Chamber of Commerce, SMBI Chamber of Commerce, Council of Mayors south east Queensland (CoMSEQ), Department of State Development, Infrastructure and Planning, Regional Development Australia - Logan & Redland, Redlands Coast 2032 Legacy Working Group, Redlands Regional Jobs Committee, The Minjerribah Moorgumpin Elders-in-Council Corporation, Logan Redlands Connect, Brisbane Economic Development Agency (BEDA), AusIndustry, Department of Primary Industries, Department of Small and Family Business, and Redland Investment Corporation.

Council would also like to thank all community members who provided economic development related insights and ideas through the community consultation process for the new corporate plan. This feedback was also utilised for the development of the 2026-2031 Economic Development Strategy and Roadmap.

**15 REPORTS FROM INFRASTRUCTURE & OPERATIONS****15.1 REDLANDS COAST 2032 LEGACY WORKING GROUP MEETING SUMMARY****Objective Reference:** A12926830**Authorising Officer:** Daniel Harris, Executive Group Manager Major Projects**Responsible Officer:** Daniel Harris, Executive Group Manager Major Projects**Report Author:** Kristen Banks, Manager Major Projects**Attachments:** 1. Redlands Coast 2032 Legacy Working Group Meeting Summary - 13 March 2026 [↓](#)**PURPOSE**

To present a summary (Attachment 1) of the Redlands Coast 2032 Legacy Working Group meeting held on Friday, 13 March 2026 to Council for noting.

**BACKGROUND**

The Redlands Coast 2032 Legacy Working Group is a non-legislated group that advises Council on legacy planning 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; community sport; and active recreation.
- Anne Livingstone: Disability sector; accessibility and inclusion; health and wellbeing; innovation and research; and business, industry, and trade.
- Daniel Fitzgibbon OAM: Olympics/Paralympics/high-performance sport.
- Dr Caroline Riot: Olympics/Paralympics/high-performance sport; sustainability; business, industry and trade; tourism and events; innovation and research; and education and training.
- Delvene Cockatoo-Collins: Cultural diversity including First Nations; business, industry and trade; tourism and events; and 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; and health and wellbeing.
- Michael Mrowka: Sustainability and transport.
- Noemie Fox OAM: Olympics/Paralympics/high-performance sport; sustainability; business, industry and trade; and education and training.
- Sandra Jacob: Business, industry and trade; tourism and events; disability sector; accessibility and inclusion; and transport.

Under the Redlands Coast 2032 Legacy Working Group Terms of Reference, a report summarising bi-monthly meeting outcomes is to come to a future General Meeting.

**ISSUES**

The most recent meeting of the Redlands Coast 2032 Legacy Working Group was held on Friday, 13 March 2026 at Birkdale Community Precinct.

The following items formed the agenda for the meeting:

1. Welcome
2. Draft Redlands Coast Economic Development Strategy 2026-2031
3. Progressing the draft Redlands Coast 2032 Legacy Roadmap
4. General business
5. Next meeting

A summary of the meeting is at Attachment 1.

**Next steps**

The next meeting of the Redlands Coast 2032 Legacy Working Group meeting will be on Friday, 29 May 2026.

**STRATEGIC IMPLICATIONS****Legislative Requirements**

There are no known legislative impacts associated with the contents of this report.

**Risk Management**

There is no known risk impact associated with the contents of this report.

**Financial**

Membership of the Redlands Coast 2032 Legacy Working Group is on an honorary basis – members are unremunerated and non-pensionable.

Budget for the development of the Redlands Coast 2032 Legacy Roadmap is met within existing operational budget.

**People**

Administration of the Redlands Coast 2032 Legacy Working Group is undertaken by a Council officer. No specific impacts are anticipated to result from 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 Games 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	19 March 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 13 March 2026.

#### Option Two

That Council resolves to request further information about the Redlands Coast 2032 Legacy Working Group.

**OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2026/75**

Moved by: Cr Jason Colley

Seconded by: Cr Paul Bishop

**That Council resolves to note this report and attached summary (Attachment 1) of the Redlands Coast 2032 Legacy Working Group meeting held on Friday 13 March 2026.**

**CARRIED 11/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.

## Attachment 1: Summary of the Redlands Coast 2032 Legacy Working Group Meeting – Friday 13 March 2026

The Redlands Coast 2032 Legacy Working Group (Legacy Working Group) met from 9am-11am on Friday 13 March 2026 at Birkdale Community Precinct.

The meeting achieved quorum, with attendance by Acting Mayor Julie Talty (Chair), Andy Bradley, Anne Livingstone, Dr Caroline Riot, Daniel Fitzgibbon OAM, Delvene Cockatoo-Collins, John Brennan OAM, Michael Choi OAM and Sandra Jacob. Apologies were noted from Noemie Fox OAM and Michael Mrowka.

A summary of agenda items follows:

### 1. Welcome

- Chair Acting Mayor Julie Talty opened the meeting and acknowledged the Traditional Owners.
- Apology noted from Mayor Jos Mitchell
- The Chair confirmed quorum and provided an update on Council endorsing a report to the General Meeting on Wednesday 18 February 2026 regarding as summary of the Redlands Coast 2032 Legacy Working Group's previous meeting held on Friday 30 January 2026.
- The Group noted congratulations to fellow member Noemie Fox OAM on her recent achievements including success at the recent Penrith and Australian Open events, resulting in qualification for the Australian Canoe Slalom Team.
- No conflicts of interest were declared.
- Previous meeting minutes were confirmed.

### 2. Draft Economic Development Strategy 2026-2031

- The Chair advised Group members that Council officers were finalising a new draft Economic Development Strategy 2016-2031, which relates to the Prosperous Economy Goal of Council's *Our Future Redland City: Corporate Plan 2026-2031*.
- Darren Harrison, Service Manager – Economic Strategy and Services provided an overview of the draft strategy and next steps, being a report to Council for endorsement at the April 2026 Council General Meeting.

### 3. Progressing the draft Redlands Coast 2032 Legacy Roadmap

- The Chair set the scene for Item 3, which focussed on Group discussion about the broader Games landscape, earlier draft visioning work and economic development from a legacy context.
- Kristen Banks, Manager – Major Projects provided an overview of the Brisbane 2032 Vision (Believe.Belong.Become.Brisbane 2032), including why having a Games Vision matters and examples for previous Games. Group members discussed what this could mean for Redlands Coast and how it could potentially be reflected in the draft legacy roadmap.
- Group members reflected on elements of the Item 2 presentation and potential alignment with ideas from previous draft visioning work. The Group highlighted the importance of a benefits realisation piece and community of practice to be able to have measure legacy outcomes.
- Group members discussed how they could potentially be involved in engagement activities based on their respective areas of expertise as the draft legacy roadmap is developed.
- Group members identified transport and connectivity as a priority topic for consideration at the next meeting.

### 4. General business

- The Chair confirmed there were no items without notice.

### 5. Next meeting

- The next meeting will be held on Friday 29 May 2026.

**16 NOTICES OF INTENTION TO REPEAL OR AMEND A RESOLUTION**

Nil.

**17 NOTICES OF MOTION****17.1 NOTICE OF MOTION - COUNCILLOR PETER MITCHELL - APPOINTMENT OF PLACE MANAGER - RABY BAY FORESHORE PARK**

In accordance with section 6.16 of *Council Meeting Standing Orders*, Councillor Peter Mitchell moved a motion as follows:

**COUNCIL RESOLUTION 2026/76**

Moved by: Cr Peter Mitchell

Seconded by: Cr Jason Colley

That Council resolves as follows:

1. That the Chief Executive Officer authorises an Officer to assume added responsibilities of 'Place Co-ordination for Raby Bay Foreshore Park reserve and immediately adjacent council land or roads'
2. That this Officer over sees a trial of 'place-based service co-ordination' for a period no less than 12 months.
3. That the trial be focused on improving outcomes of service delivery and customer satisfaction, with trial results intended to inform any consideration for improving management of Council's top tier parks.
4. That within three months of starting the trial a desktop audit of existing services, technical and planning studies relating to the park be presented, including a gaps analysis.
5. That within six months, an action plan be presented detailing recommendations for improving park service outcomes and any added studies needed.
6. That at the end of the trial a report detailing outcomes and recommendations be made available.

**CARRIED 7/4**

Crs Peter Mitchell, Paul Gollè, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges and Jason Colley voted FOR the motion.

Crs Jos Mitchell, Wendy Boglary, Lance Hewlett and Paul Bishop voted AGAINST the motion.

**BACKGROUND****The Need for Coordinated Service Ownership**

Raby Bay Foreshore Park is an incredibly popular community and regional resource with a diversity of uses. As a direct result, broad and cumulative impacts are placing sustained pressure on turf maintenance, foreshore erosion, parking and accessibility, supporting infrastructure, and services such as compliance and waste management.

Despite Council's best efforts under current asset-based practices there is a growing deficit between what is being delivered, what is needed, and community expectations and satisfaction.

Council's current operating model places a strong emphasis on isolated asset class ownership. While important, this approach diminishes clarity of service outcomes delivered to the community and reduces coordination across business units. Service delivery is also fragmented to both internal and external stakeholders.

The proposed trial refines available data, shows to the community Council's willingness to improve through innovation, and is a genuine commitment to community service outcomes and satisfaction. Information sharing would be enhanced enabling otherwise missed collaboration opportunities for internal stakeholders and park hirers, event organisers, and community stakeholders. Natural collaboration would see clearer reporting and reduce likelihood of service duplication and of reactive management.

In short: Improved service co-ordination will return time, money, and satisfaction into the collective buckets of Council and the community.

### **Current Service Context**

Raby Bay Foreshore Park in Cleveland is currently classified as a Community Park in the Open Space Strategy to 2026, but types of usage and visitation numbers have been steadily increasing for a decade with sharp acceleration following COVID-19.

The park's role as a destination park is to be considered as part of the Open Space Strategy 2041 review currently underway, but Council has chosen pro-actively to provide services to a Destination Park standard to reflect community use.

The park functions as a high use waterfront destination for locals and regional tourism, providing safe swimming areas, shared pathways, picnic facilities, bookable spaces, regular events, commercial offerings, recreational infrastructure and amenities, a playground, dog off-leash beach, and recreation access to canals and bay. Fragmented and asset focused management is not meeting demand expectations and change is needed.

It is noted that Council's open space strategies support the in principle looking for a more structured approach to service ownership to prioritise community benefit, environmental resilience, financially sustainable management of high, coordinated planning and integrated asset management of high value open spaces. Practice of this is limited, however.

### **Governance and Scope Considerations**

The nominated Officer will have accountability for driving enhanced co-ordination of combined services across the various areas of Council, but they will have no added budgetary or asset control relating to those business units.

It is intended that the place Co-ordinator convene an advisory or steering group of relevant Council officers in existing roles and commit to engagement with relevant external stakeholders.

It is intended that the co-ordinator decide a reliable baseline data measurement of the current Place operations and of stakeholder satisfaction. At a minimum, a repeat of this measurement at end of trial will help authenticity of trial outcome.

It is expected that during the trial period the place co-ordinator would oversee and help information and data collection and sharing with stakeholders. They will add depth and focus to overseeing the end-to-end delivery outcome of Council operational activity.

Their final report would assess annual park service management, offer improvements, as well as discuss timing and requirements for updating of the medium to long term Raby Bay Foreshore Park Vision, Infrastructure and Master Planning.

The motion speaks to a 3–6 month period to research and develop a clear priority action plan referencing priorities shown by existing community surveys and other input to Council.

It is hoped that the action plan will also address the expected scope of works needed on such matters as:

- Park drainage and turf management.
- Foreshore erosion management.
- Precinct parking and pedestrian access.
- Shade and seating.
- Commercial enterprise location and scope.
- Infrastructure requirements.
- Compliance.
- Community risk and safety assessment.
- Waste management.

### **Conclusion**

This motion presents a practical, low-risk opportunity to improve coordination, service outcomes, and community satisfaction at one of Council's most valued and heavily used parks. By supporting this trial and actions, Council shows leadership, responsiveness to clear increased community expectations, and a commitment to more effective, integrated management. This is grounds enough to endorse the motion and authorise the trial to proceed.

**17.2 NOTICE OF MOTION - COUNCILLOR WENDY BOGLARY - COMMERCIAL USE OF OPEN SPACE**

This item was withdrawn (refer Item 8.1 for details).

**18 URGENT BUSINESS WITHOUT NOTICE**

Nil.

**19 CONFIDENTIAL ITEMS****MOTIONS TO DISCUSS ITEMS IN CLOSED SESSION****COUNCIL RESOLUTION 2026/77**

Moved by: Cr Tracey Huges

Seconded by: Cr Jason Colley

That *Item 19.4 State Government CCTV Election Commitments* be discussed in closed session for consideration of State Government election commitments for CCTV for Cleveland and Capalaba.

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.

**CARRIED 11/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.

**COUNCIL RESOLUTION 2026/78**

Moved by: Cr Paul Bishop

Seconded by: Cr Rowanne McKenzie

That *Item 19.6 Weinam Creek Resumption Notice of Lot 1 on SP309584* be discussed in closed session to consider the Weinam Creek Resumption Notice of Lot 1 on SP390584.

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.

**CARRIED 10/1**

Crs Jos Mitchell, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.

Cr Wendy Boglary voted AGAINST the motion.

**COUNCIL RESOLUTION 2026/79**

Moved by: Cr Wendy Boglary

Seconded by: Cr Shane Rendalls

That *Item 19.7 Redland Investment Corporation Governance Arrangements* be discussed in closed session to consider governance arrangements with Redland Investment Corporation.

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.

**CARRIED 11/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.

**MOTION TO MOVE INTO CLOSED SESSION AT 12:14PM**

**COUNCIL RESOLUTION 2026/80**

Moved by: Cr Rowanne McKenzie

Seconded by: Cr Paul Bishop

That Council moves into Closed Session to discuss Items 19.4, 19.6 and 19.7.

**CARRIED 11/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.

**MOTION TO MOVE INTO OPEN SESSION AT 3:18PM**

**COUNCIL RESOLUTION 2026/81**

Moved by: Cr Paul Bishop

Seconded by: Cr Peter Mitchell

That the meeting proceedings resume.

**CARRIED 11/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.

**19.1 SALE OF LAND FOR OVERDUE RATES AND CHARGES****OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2026/82**

Moved by: Cr Jason Colley

Seconded by: Cr Rowanne McKenzie

That Council resolves as follows:

1. To end sale of land procedures commenced in May 2025 for those parcels of land set out in Attachment 1 - End SOL 2025 Procedures, pursuant to section 141 of the *Local Government Regulation 2012*.
2. To sell the land described in Attachment 2 - SOL Schedule 2026 for overdue rates and charges in accordance with Chapter 4 Part 12 Division 3 Subdivision 2 of the Regulation.
3. That this report and attachments remain confidential until such time as required by any legal or statutory obligation, subject to maintaining the confidentiality of legally privileged, private and commercial in confidence information.

**CARRIED 10/1**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Tracey Huges voted AGAINST the motion.

**19.2 AMENDMENT TO REGISTER OF FEES AND CHARGES 2025-2026****OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2026/83**

Moved by: Cr Paul Bishop  
Seconded by: Cr Tracey Huges

That Council resolves as follows:

1. To adopt the proposed fee.
2. That this report remains confidential until such time as required by any legal or statutory obligation, subject to maintaining the confidentiality of legally privileged, private and commercial in confidence information.

**CARRIED 11/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.

**19.3 2026 SIGNATURE EVENTS ATTRACTION AND RETENTION FUND - APPLICATIONS FOR GRANT FUNDING****OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2026/84**

Moved by: Cr Peter Mitchell

Seconded by: Cr Jason Colley

That Council resolves as follows:

1. To approve the Signature Events Attraction and Retention Fund Assessment Panel's recommendations:
  - a. Application SEARF-2526-013 is approved for funding of \$60,000, which is made up of \$20,000 per financial year for three years (2026, 2027 and 2028).
  - b. Application SEARF-2526-001 is approved for funding of \$105,000 which is made up of \$35,000 per financial year for three years (2026, 2027 and 2028).
  - c. Application SEARF-2526-011 is approved for funding of \$75,000 which is made up of \$35,000 (2027) and \$40,000 (2028).
2. That this report remains confidential until all applicants have been advised of the outcome, subject to maintaining the confidentiality of legally privileged, private, and commercial in confidence information.

**CARRIED 10/1**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Tracey Huges voted AGAINST the motion.

**19.4 STATE GOVERNMENT CCTV ELECTION COMMITMENTS****OFFICER'S RECOMMENDATION**

That Council resolves as follows:

1. To accept the State Government funding commitment for Cleveland.
2. To not accept the State Government funding commitment for Capalaba.
3. To accept responsibility for the ongoing annual operational and maintenance costs associated with the assets, subject to ongoing operational budget approval through Council's annual budget prioritisation process.
4. That this report remains confidential until such time as required by any legal or statutory obligation, subject to maintaining the confidentiality of legally privileged, private and commercial in confidence information.

**COUNCIL RESOLUTION 2026/85**

**Moved by: Cr Peter Mitchell**

**Seconded by: Cr Wendy Boglary**

That Council resolves as follows:

1. **To accept the State Government funding commitment for Cleveland as it aligns with current Council policy.**
2. **To not accept the State Government funding commitment for Capalaba at this time, until the State Government commits to financial support for associated ongoing operational costs.**
3. **That this report remains confidential until such time as required by any legal or statutory obligation, subject to maintaining the confidentiality of legally privileged, private and commercial in confidence information.**

**CARRIED 10/1**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Jason Colley and Paul Bishop voted FOR the motion.

Cr Tracey Huges voted AGAINST the motion.

**19.5 GRANT OF LEASE OR LAND DISPOSAL - REDLAND BAY****OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2026/86**

Moved by: Cr Julie Talty

Seconded by: Cr Wendy Boglary

That Council resolves as follows:

1. That the Land is considered surplus to operational requirements and may be disposed of directly to the respective lessee, in accordance with the terms of this Report.
2. That the exception to dispose of land or an interest in land, other than by tender or auction, under subparagraph 236(1)(b)(i) of the *Local Government Regulation 2012*, to a government agency applies.
3. That the disposal of the Land by sale or grant of lease is negotiated on a market value and/or commercial basis.
4. That this report and attachments remain confidential, subject to maintaining the confidentiality of legally privileged, private and commercial-in-confidence information.

**CARRIED 11/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.

**19.6 WEINAM CREEK RESUMPTION NOTICE OF LOT 1 ON SP309584****OFFICERS RECOMMENDATION**

That Council resolves as follows:

1. That Council notes the proposed resumption of Lot 1 on SP309584 within the Weinam Creek Priority Development Area by Minister for Economic Development Queensland.
2. That Council acknowledges the progress of a multi-storey car park by the State Government as part of the master plan for Weinam Creek.
3. That Council informs Redland Investment Corporation to not oppose the proposed resumption and to consult with Council in order to provide assistance to Minister for Economic Development Queensland to progress the multi-storey car park and any related infrastructure, which has been pursued by Council for the Redlands Coast community for many years.
4. That this report remains confidential until such time as required by any legal or statutory obligation, subject to maintaining the confidentiality of legally privileged, private and commercial in confidence information.

**COUNCIL RESOLUTION 2026/87**

**Moved by: Cr Shane Rendalls**

**Seconded by: Cr Julie Talty**

That Council resolves as follows:

1. That Council notes the proposed resumption of Lot 1 on SP309584 within the Weinam Creek Priority Development Area by Minister for Economic Development Queensland, noting the rights of Council to receive compensation arising from the State initiated resumption.
2. That Council acknowledges the progress of a multi-storey car park by the State Government as part of the master plan for Weinam Creek.
3. That Council informs Redland Investment Corporation to not oppose the proposed resumption and to consult with Council to provide a written submission to Minister for Economic Development Queensland to progress the multi-storey car park and any related infrastructure, to deliver the best outcomes to our community.
4. That this report remains confidential until such time as required by any legal or statutory obligation, subject to maintaining the confidentiality of legally privileged, private and commercial in confidence information.

**CARRIED 11/0**

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.

**19.7 REDLAND INVESTMENT CORPORATION GOVERNANCE ARRANGEMENTS****OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2026/88**

Moved by: Cr Rowanne McKenzie

Seconded by: Cr Shane Rendalls

That Council resolves as follows:

1. To adopt Option One as detailed in the report.
2. That this report remains confidential until such time as required by any legal or statutory obligation, subject to maintaining the confidentiality of legally privileged, private and commercial in confidence information.

**CARRIED 6/5**

Crs Peter Mitchell, Paul Gollè, Shane Rendalls, Julie Talty, Rowanne McKenzie and Tracey Huges voted FOR the motion.

Crs Jos Mitchell, Wendy Boglary, Lance Hewlett, Jason Colley and Paul Bishop voted AGAINST the motion.

**20 MEETING CLOSURE**

The Meeting closed at 3:25pm.

The minutes of this meeting were confirmed at the General Meeting held on 20 May 2026.

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**CHAIRPERSON**