



Redland
CITY COUNCIL

MINUTES

GENERAL MEETING

Wednesday, 17 June 2015

The Council Chambers
35 Bloomfield Street
CLEVELAND QLD

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The Mayor is the Chair of the General Meeting. The following Portfolios are included in the General Meeting and Council's nominated spokesperson for that portfolio as follows:

PORTFOLIO	SPOKESPERSON
1. Office of the CEO (including Internal Audit)	Cr Mark Edwards
2. Organisational Services (excluding Internal Audit and Emergency Management)	Mayor Karen Williams
3. City Planning and Assessment	Cr Julie Talty
4. Community & Cultural Services, Environment & Regulation	Cr Lance Hewlett
5. Infrastructure & Operations	Cr Paul Gleeson
6. Emergency Management	Cr Alan Beard

1 DECLARATION OF OPENING

The Mayor declared the meeting open at 9.33am 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 are present.

2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE

Cr K Williams	Mayor
Cr A Beard	Deputy Mayor & Councillor Division 8
Cr W Boglary	Councillor Division 1
Cr C Ogilvie	Councillor Division 2
Cr K Hardman	Councillor Division 3
Cr L Hewlett	Councillor Division 4
Cr M Edwards	Councillor Division 5
Cr J Talty	Councillor Division 6
Cr M Elliott	Councillor Division 7 – entered at 9.40am
Cr P Gleeson	Councillor Division 9
Cr P Bishop	Councillor Division 10

EXECUTIVE LEADERSHIP GROUP:

Mr N Clarke	Acting Chief Executive Officer
Mrs L Rusan	General Manager Community & Customer Services
Mr G Soutar	General Manager Infrastructure & Operations
Mrs L Batz	Chief Financial Officer
Ms T Walker	Group Manager, Communications, Engagement & Tourism

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Mrs E Striplin	Corporate Meetings & Registers
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COUNCILLOR ABSENCES DURING MEETING

Cr Elliott entered the meeting at 9.40am (after the Devotional Segment)
Cr Gleeson left the meeting at 9.50am and returned at 9.55am (during Item 8)
Cr Ogilvie left the meeting at 10.45am and returned at 10.46am (during Item 11.2.1)
Cr Bishop left the meeting at 11.30am and returned at 11.32am (during Item 11.2.1)
Cr Hardman left the meeting at 11.41am and returned at 11.44am (during Item 11.2.3)
Cr Elliott left the meeting at 11.45am and returned at 11.49am (during Item 11.2.3)
Mayor Williams left the meeting at 12.10pm and returned at 12.13pm (during Items 11.3.1 and 11.3.2) – Deputy Mayor A Beard assumed the chair in the mayor's absence)

3 DEVOTIONAL SEGMENT

Reverend Jim de Witte from the Redlands Christian Reformed Church and member of the Ministers' Fellowship, led Council in a brief devotional segment.

4 RECOGNITION OF ACHIEVEMENT

Nil.

5 RECEIPT AND CONFIRMATION OF MINUTES

5.1 GENERAL MEETING MINUTES 3 JUNE 2015

Moved by: Cr P Gleeson
Seconded by: Cr M Edwards

That the minutes of the General Meeting of Council held 3 June 2015 be confirmed.

CARRIED 11/0

6 MATTERS OUTSTANDING FROM PREVIOUS COUNCIL MEETING MINUTES

6.1 MAKING OF LOCAL LAWS – KOALA AREA MAPPING

At the General Meeting of 22 April 2015 Council resolved as follows (as part of Item 11.2.2 'Making Local Laws' resolution):

4. To commit to an immediate review of koala area mapping and the requirements for dog owners in koala areas in response to community consultation during the local law making process.

The Spatial analysis of data has been completed and the scope of the mapping review has been finalised. Officers will discuss at workshop either shortly before or shortly after the next General Meeting in July.

A report will be presented to a future General Meeting for consideration.

6.2 NOTICE OF MOTION (CR EDWARDS) – FOOTPATH NAMING

At the General Meeting of 22 April 2015 Council resolved that this item 'lie on the table'.

Officers will discuss this item at a workshop in the coming month and a report will be presented to a future General Meeting for consideration.

7 PUBLIC PARTICIPATION

Nil.

8 PETITIONS AND PRESENTATIONS

8.1 PETITION (CR BISHOP)

8.1.1 REQUEST THAT COUNCIL ALLOW REMOVAL OF LEOPARD TREE ON THOMAS STREET BIRKDALE AT NO COST TO THE RESIDENT AS IT IS A COUNCIL ASSET

COUNCIL RESOLUTION

Moved by: Cr P Bishop

Seconded by: Cr A Beard

That the petition, which reads as follows, is of an operational nature and be received and referred to the Chief Executive Officer for consideration.

Request that Council allows the removal of Leopard Tree on Thomas Street at no cost to residents as it is a Council asset.

CARRIED 11/0

8.2 PETITION (CR ELLIOTT)

8.2.1 REQUEST THAT COUNCIL BUILD A SMALL PLAYGROUND AT THE END OF LUDMILLA PLACE, ALEXANDRA HILLS

COUNCIL RESOLUTION

Moved by: Cr P Elliott

Seconded by: Cr P Bishop

That the petition, which reads as follows, is of an operational nature and be received and referred to the Chief Executive Officer for consideration.

Request that Council builds a "small playground at the end of Ludmilla Place, Alexandra Hills"

CARRIED 11/0

8.3 PRESENTATION – CR TALTY

8.3.1 BUSH BREAKFAST

Cr Edwards and I shared a Bush Breakfast with the members of the Brisbane South Bike Club out at the Council's environment reserve, tracks and trails head at Days Road last Saturday morning and we were presented, on behalf of Council, with a t-shirt which represents the sponsorship shirt for the Bayview Blast which will be held on the weekend of the 31st of October. This is an exciting event for Redland to be hosting and it's a testament for the work that we have done to our tracks and trails - that our tracks and trails are considered of a high standard. This is going to be a National competition with riders coming from all over the country. We'll have over 500 riders riding in this event, on the weekend in October and they will be there as part of the National competition, adding points to their points tally for the National championships. The club are very excited and Redlands should be very excited to host them. That was very nice of them - they sent a t-shirt in, which I brought it in to present to other Councillors.

8.4 PRESENTATION CR BEARD

8.4.1 FUTURE OF LOCAL GOVERNMENT - MUNICIPAL ASSOCIATION OF VICTORIA – MAY 28-29 2015

One of the better conferences I have attended during my time as a Redland City Councillor, the conference presented and developed two distinct and unrelated themes over the 2 days.

The first theme was the assertion that Local Government across Australia in general is receiving lower levels of funding from the upper levels of Government and that this trend will not only continue but likely become much more acute in the next 5 years. ALGA president, Troy Pickard, explained that local government across the country spent around \$32b annually providing services to their communities, with approx. 10% of this funding coming from the federal government by way of FAGS (Federal Assistance Grants) and R2R (Roads to Recovery) funding. Cost shifting in recent years has added around 3% to LG expenditure. Federal funding is now at risk with a big push, particularly from the Senate, to direct LG funding through the states. This would mean that LG's in each state would be even further at the mercy of their state government, which may or may not, pass through the funding in full? Rates make up 38% of all LG income across Australia.

It is therefore clear, that LG's must learn to do more with less, and in most cases, reduce service levels or dramatically increase rates. The Federal government receives 82% of all Australian taxes, with Local government rates accounting for less than 4%. Since 1996 the return to LG from the commonwealth has reduced from 1.1% of the tax take to less than .6% last year. Depreciation is a major issue for LG and accounts for 20% of all LG expenditure. Mr Pickard encouraged LG to 'share the love' by acknowledging their Federal members support in any media opportunities relating to projects tied to Federal funding arrangements.

The second and by far most discussed theme of the conference was the emerging trend around the world of 'participatory government' particularly at local government level. Australia is somewhat unique with regard to the size of our LG's. In the USA and throughout Europe LG's generally contain populations of less than 10,000. Clearly Australian LG's are much larger and this in itself presents both opportunities and challenges. Examples were given from The City Of Melbourne which until recently had no 10 year financial strategy. A decision was made to entrust this task exclusively to a community panel, chosen at random but consistent with the cities demographic profile. Invitations were sent out and ultimately 43 residents were tasked with producing the strategy. Councillors and staff were sceptical to say the least, with some openly hostile to the proposal. The panel was given access to all the information they required, and worked for 5 consecutive Saturdays. They were paid \$500 each for their participation. Surprisingly, the dropout rate was nil and the document they produced was lauded by almost all sections of the council and the community. It was adopted almost verbatim by council. Other councils have used similar 'panels' to produce service level reviews, annual budgets, planning scheme reviews, and local planning instruments.

The most interesting and perhaps creative example came from the CEO of the Thames-Coromandel District Council in NZ. This council has lead the way in community involvement and is regarded in NZ as the model of choice. In NZ today, 40 LG's have community boards and 27 do not. The LG has been broken into a number of smaller regions, with each region having on its board one or two councillors and up to 5 community representatives.

Surprisingly, these community members are 'elected' by the broader community at the same time as the councillors. The local board is entirely responsible for all aspects of LG in their region and prepare their own budgets, rate levels, capital programs, service levels and local planning tools. The Mercury Bay Community Board recently introduced parking fees at some of the most popular tourist destinations to help fund the maintenance of their marine facilities, a decision unlikely to have been made by the District Council.

Many more examples of the way in which local governments around the world are moving towards participatory government were given and in my opinion, Redland City Council will need to seriously consider its position on this issue in the near future. Personally I feel that there will be three main groups in our community. The first will say, 'leave me alone, you were elected to make decisions in the best interest of the city, get on with the job', the second, a much smaller group, will enthusiastically embrace the opportunity to participate on a deeper level in council decision making, and the third group, perhaps the largest group I suspect, will have no strong view but might feel a little more secure in the knowledge that an independent community panel is in place to act as a 'watch dog' over council operations.

Accordingly, in the next couple of months, I will bring a motion to council, seeking support to seriously examine the ways in which Redland City Council might in the future move towards greater community involvement in the decision making process.

8.5 PRESENTATION – CR BISHOP

8.5.1 FUTURE OF LOCAL GOVERNMENT - MUNICIPAL ASSOCIATION OF VICTORIA –28-29 MAY 2015

[Attachment – The Future of Local Government](#)

8.6 PRESENTATION – CR OGILVIE

8.6.1 REPORT ON 'SMART URBAN FUTURES' CONFERENCE AND JAPAN VISIT

I'd like to tell Council about two recent trips. One that Council paid for and one you didn't but that still has implications for the Redlands and Council.

In March of this year I was pleased to be able to attend the Smart Urban Futures Conference in Melbourne. The overall message of the conference was that walkability is now seen as one of the most important considerations for next generation urban planning.

Some of the things that were discussed were:

- How walkability is one solution to the multiple challenges of climate change, obesity and an ageing population
- How to create dynamic urban spaces utilising shared space strategies
- Why walkability is important to creating a knowledge economy
- How to utilise tactical urbanism and community lead initiatives to transform urban areas with place making
- A range of practical discussions about how to make footpaths and bikepaths work.

The conference was addressed by a number of world class presenters who used global and local case studies to validate their presentations.

Rather than try and summarise all the presentations I'd like to share some of the more interesting quotes. (All of the following statements are from the presenters):

- It usually works out cheaper to start with temporary arrangements and trialling the solutions first
 - The goal should not be to make urban spaces welcoming but to make them irresistible
 - For too long we have been designing our homes around traffic gullies that have no identity
 - When people are surveyed about their urban spaces, almost always their first response is to ask for more greenery
 - Good urban spaces are rarely created by developers or governments – they are created by people
 - Councils are committing quality of life crimes
 - Urban design is centred around the car and ignores the health of the community and people's physical health
 - One of the traps is to chop up rural land for lifestyle blocks that have neither life nor style and then they end up being chopped up again.
 - Sprawl exacerbates rather than solves problems around congestion, infrastructure and transport
 - Sprawl is at its worst when there is no job opportunity catchment that has any connection to public transport
 - People do not like to walk far if the environment is boring, but they will walk kilometres if it is interesting
 - Studies have shown that people who live in urban areas get 30 minutes more of exercise per day, meet more people and suffer less depression
 - Suburbia is the new asbestos
 - Suburban areas that do not have enough density mean that there are not enough people for governments to pay to pick you up.
 - Retailers can't get at your wallet if you're sitting on it whilst driving past
 - We are creating battery hen suburbs where we keep people overnight when we are not using them
 - We need to design places for people, then cars and not change exchange space for movement space
 - The worst streets are ones that are neither highway nor public realm
 - Fear of litigation, rather than litigation itself, is driving our planning
 - If you need a sign to tell people to slow down then you designed it wrong
 - We need to invert the pyramid to get people walking first, then using cars
 - We have a big problem with obese and sedentary children, and the biggest obstacle is parental fear because of unfriendly road environments
-

Paul Bishop
Councillor Division 10
Delegate to Municipality of Victoria



THIS DOCUMENT PREPARED FOR INTERESTED RCC COUNCILLORS, OFFICERS & RESIDENTS

The Future of Local Government

The Future of Local Government Summit is held in May each year.

The conference examines the challenges to local government offered by a changing world, and that we need to articulate what the future of local government looks like.

Key themes include:

- the transformation of the world into a networked, collaborative society
- how local government needs to align itself with the global push for reform and productivity
- how there is growing financial stress and a need to do more with less and to value-add for communities.

OBSERVATION:

‘Local Gov. is the most complex service business on earth.’

- (John Hennessey, FOLG Conference Organiser, MAV)



- 2015 FOLG Summit Overview - John Hennessey, MAV (PowerPoint - 9.24MB)

Video's by Paul Bishop

Three Speakers: <https://vimeo.com/130909821> John Hennessey, Lucinda & Peter Kenyon (9 Minutes)

Lucinda Hartley: <https://vimeo.com/130514572> (Our 5 Minute Interview)

Lucinda Hartley: <https://vimeo.com/130867562> (Her 38 Minute Presentation)

Speech to Redland City Council General Meeting 16 June 2015:

The conference is about the future of local government and the issues around the future of local government.

In the words of Convenor John Hennessey:

'The two-day gathering encourages individual participants to take a more strategic view than they might otherwise take in life because they are otherwise bombarded by thousands of day-to-day issues which makes it hard to really be strategic and face the challenge of change.'

He further suggests that:

'Most of the council agendas and those of the state wide associations rarely do include the challenge of strategic change: Things like community engagement and technological change etc etc'...

For example I note that yesterday The CEDA Report was released, that's the Committee for Economic Development Australia and they predict that within 10-15 years almost 40 percent of jobs that exist today have a moderate to high risk of disappearing entirely. Indeed, Things like this are going to impact the future of our Nation, our region and this city in unimaginable ways, which demands that people like us consider the likely impacts of future challenges and opportunities in the face of tumultuous change.

Indeed The Framing Keynote Address was titled

'Responding to the Biggest Wake-up Call in History' by Futurist Richard A Slaughter.

Richard Suggested that the biggest wake up call is dealing with the inescapable reality that we live on a finite planet, needing to manage finite resources and that after 40 years of Major Economies failing to recognise the 'Limits to Growth', so now, governments everywhere are having to rethink how they engage with communities in the face of reduced revenues, rising costs and community hardship.

One major theme of community consultation and Collaboration, at least seven of the main Keynote Sessions were dealing directly with the value and importance Community Consultation and the rise of Deliberative Democracy.

Cr Stephen Mayne (from the City of Melbourne) spoke of the initial reluctance of his fellow elected members to take a longer term view than beyond the current electoral cycle and to accept ideas proposed by community on The People's Panel in the face of their 900 Million dollar black-hole caused by years of capped rates and other challenges. They have since agreed to adopt each and every recommendation by The People's Panel.

The Council has a four year plan to make their city 'one of Australia's most open and transparent councils'.

Iain Walker from New Democracy Australia spoke on the topic of 'why and how to innovate in democracy: sharing hard decisions with your community.'
He elaborated on the City of Melbourne's 'People's Panel'.
New Democracy Australia believe there is a better way to do democracy. The foundation has been highly involved in a large number of participative democratic initiatives around Australia with outstanding success.

Dr Paul Listner, the neighbourhood program coordinator for the city of Portland, Oregon, USA spoke on the topic of engaging your community in city council decision making and gave an astonishing overview of innovative best practice strategies. His 20 minute video is attached to my report.

Barry Quirk of Lewisham city council in United Kingdom speaks on reimagining government in the digital age and gives a series of amazing insights. His video is attached to my report as well.

So too is the extraordinary video about the process of community empowerment in Council decision-making from David Hammond who is the CEO of Teams Coromandel district Council in New Zealand

In addition to these three videos, I have produced a series of interviews and video recordings of presentations that are attached to this report and which are available online.

One is an interview with the conference convener, John Hennessey.

Another is an interview with Lucinda Harkley and innovative place maker and community consultant

Another is her presentation

and another video is of three speakers and some of their ideas presented at the conference.

I have a series of audio recordings that I will make available as time permits in future.

All the conference documents, PowerPoint presentation material and videos are hyperlinked in this document that I will present in hard copy here and make available on my councillor Paul BISHOP Facebook page following this meeting.

DAY ONE:

9:10

[Future of Local Government National Summit 2015 \(Word - 76.7KB\)](#)

9:30

[Responding to the biggest wake-up call in history - Richard Slaughter, Foresight \(PowerPoint - 5.03MB\)](#)

Richard will discuss the nature of the major changes currently sweeping the world, the profound impact they are likely to have on local government and suggested practical responses.

Richard is a futurist of international standing. He is a consulting futurist who has worked with a wide range of organisations in



many countries and has published 20 books.

10:15

Virtual local government - Professor Percy Allan (PDF - 766KB)

Imagine your local council didn't exist. In its place, a small group of people performed only the bare functions of government. Generic tasks were outsourced. Rate collection and capital works were outsourced too. Part-time contractors were employed by the council for specialist work. If service delivery was not satisfactory, the council could switch suppliers quickly. In *Virtual local government*, Percy examines the efficiency and effectiveness of Australian councils and their speed, scope and specificity in delivering services. Percy was Secretary of the NSW Treasury and Chairman of the NSW Treasury Corporation between 1985 and 1994. In 1996, he was awarded an Order of Australia for his contributions to public sector reform. Percy has chaired an Independent Inquiry into the financial sustainability of NSW Local Government and has been a financial adviser to national and state governments in China, India, Indonesia, Philippines, Thailand, Kazakhstan and the Pacific Islands as well as worked for the World Bank, Asian Development Bank and IMF. He has helped overhaul their financial management arrangements.

11:30

City of Melbourne, the People's Panel - Stephen Mayne (PowerPoint - 3.18MB)

Community empowerment in council decision-making - David Hammond, NZ (PowerPoint - 2.60MB)

Participatory budgeting processes traditionally focus on a component of discretionary budget – such as a representatives ability to ring-fence a couple of million dollars for community facilities. However, in many ways the larger challenge in budgeting is the dominance of interest groups coupled with the capacity to present any and all decisions as an electoral negative: cutting services or raising rates are both equally tricky paths to navigate. Moreover, the challenge facing all elected officials is the need to take a longer term view beyond the current electoral cycle – a challenge which is counter to any representatives interest in survival. For the first time, the City of Melbourne is producing a 10 Year Financial Plan, and is giving unparalleled access to a descriptively representative random sample of citizens who have produced a set of recommendations to inform the Lord Mayor and Councillors. The City's scope of operations is immense – in the region of \$400m annually – and this will be the largest city with the largest budget to open up their books to a deliberative process giving citizens this level of access and authority. Cr Stephen Mayne is a business journalist and is determined to deliver on the recently adopted goal in Council's four year plan to make the City of Melbourne 'one of Australia's most open and transparent councils'. The project was instrumental in the City of Melbourne winning the IAP2's International Organisation of the Year Award.

12:10

'newDemocracy – Why and How to Innovate in Democracy: Sharing Hard Decisions with Your Community'. Iain Walker, Executive Director, New Democracy Foundation.

The Foundation believes there is a better way to do democracy. People want to be participants in politics, not just polarised voters in adversarial contests. The research evidence is compelling – trusted outcomes are achieved when a diverse and representative group of citizens group of citizens, randomly selected, deliberate together. We don't need better politicians. We need a better system. The Foundation has now been highly involved in a large number of participative democratic initiatives around Australia with outstanding success.

1:45

Lessons and insights I've learnt in local government and elsewhere - Kelvin Spiller (PowerPoint - 10.1MB)

Local Government has a high turnover of CEOs and senior managers and there is often little opportunity for reviewing or knowledge sharing with those leaving the sector. Kelvin has been CEO of six organisations, including four Councils in two states, as well as an energy utility and a NFP. He has also been involved in executive coaching and mentoring of CEOs and business owners covering both private and public sectors. He will discuss his learnings about the key success factors in Councils and include a range of case study material.

2:30

Future of local public services and implications for local govt - Prof Helen Sullivan (PowerPoint - 2.75MB)

Helen Sullivan is Professor and Director of the Melbourne School of Government at the University of Melbourne. She worked in local government before becoming Director of Research at the Cities Research Centre, UWE, Bristol. She joined the University of Melbourne in 2011.. In 2010/11 she directed the University of Birmingham's first Policy Commission, an innovative collaboration involving academics, policy makers, profit and non-profit service providers and service users in generating new thinking on 'the future of local public services'. The Policy Commission's report, 'When Tomorrow Comes' was published in 2011.

3:20

Transformation to a new smarter way of working - Di Ashton, Cardinia (PDF - 4.21MB)

Cardinia Shire has taken the opportunity to review its way of working as part of the move to new civic offices. The platform for the change has been to embrace an activity based working model which will improve business processes, organisation culture and result in better and more responsive service delivery.

3:55

Business model transformation - Prof Peter Grant, IBRS (PowerPoint - 5.50MB)

4.30pm

Re-imagining government in a digital age', Barry Quirk, CEO Lewisham Council, UK

<https://vimeo.com/129518487>

Barry Quirk CBE is also Chair of the UK Design Commission. From 2004 to 2009, Barry was appointed by the British Government to be the National Efficiency Champion for English local government. In 2007 he produced a landmark report for Government on the potential transfer of public assets to community groups. He is a leading local government chief executive nationally, involved in the improvement of public services across London and the UK. In 2013, he co-authored a comprehensive manifesto for the redesign of public services in Britain.

Friday 29 May

9:00am

Local government and federal government, the importance of the direct relationship, now and into the future - Troy Pickard, ALGA (PowerPoint - 558KB)

Troy Pickard's election to the Presidency of ALGA comes at a critical time for the sector as the Federal Government prepares White Papers on the Reform of the Federation and Taxation, documents it hopes will provide blueprints for reform which resolve the confusion about roles and responsibilities between levels of government and set out a simpler, more efficient and equitable way of raising the taxes Australia needs.

9:40

'Community Empowerment in Council Decision Making'

David Hammond, Chief Executive, Thames-Coromandel District Council (NZ)

<https://vimeo.com/129520348>

David Hammond will describe how broad-based devolution to communities can result in a win-win-win for elected members, staff and communities. The Council has established Community Boards to support Community Governance/Empowerment policies with objectives of:

- Moving governance decision-making closer to those being governed.
- Co-governance – sharing governance powers.
- Recognising diverse communities and their needs.

The outcomes achieved are very inspiring.

10:50am

'Engaging Your Community in City Council Decision Making: Lessons learned from 40 Years of Community Governance in Portland, Oregon, (USA)

<https://vimeo.com/129522621>

Dr. Paul Leistner is the Neighbourhood Program Coordinator for the City of Portland, Oregon and supports Portland's internationally recognized citywide community and neighborhood involvement system. Paul has a background in public administration and policy analysis and has worked in the non-profit sector supporting community-based research on a wide range of policy issues. Paul also brings to his work 20 years of experience as a volunteer neighborhood activist and leader in Portland. Paul received a doctorate in Urban Studies from Portland State University. Paul's dissertation reviewed the 40-year evolution of Portland's community and neighborhood involvement system and identified structures, program elements, policies, and practices needed to encourage and support greater local democracy, dynamics that help or hinder the evolution of citywide community involvement systems, and strategies to embed and sustain system advances. Paul is the leading spokesperson for Portland's community and neighborhood involvement system and has shared Portland's model with government officials and staff, community activists, and researchers from across the nation and around the world.

11:35am

[The need for councils to transform their Business model, Professor Peter Grant, IBRS](#)

Peter Grant has an extensive background in business and the public service, including roles of Vice President of Gartner Consulting and Chief Information Officer for the Queensland Government. He is a passionate believer in the need for the public sector to transform their business model to interact more productively and effectively with citizens.

12:05pm

[The challenge of change - John Walker, Richmond Valley Council, NSW \(PowerPoint - 929KB\)](#) John Walker has an amazing and highly successful CV including:

- CEO West Australian Football League and West Coast Eagles Football Club
- CEO Liverpool City Council (NSW)
- General Manager, Retail Banking, Westpac
- Chairman, Newsat Ltd
- Managing Director (Aust and NZ), Thrifty car rental
- Chairman Centennial Parklands

John has 'seen it all' and will provide significant insights into the challenges faced by local Councils and suggest preferred future directions in a rapidly changing world.

1:30pm

[City of Greater Geraldton \(WA\) participatory budgeting journey - Ken Diehm \(PowerPoint - 5.30MB\)](#)

Ken has more than 29 years of local government experience and has held a wide range of financial and engineering management positions in both local government and the private sector including, CEO of Willows Sports Complex

Joint Board, Managing Director of Business National, CEO of NQ Water, Director of Water and Asset Planning, and Director of Townsville Water and Waste. More recently, Ken has discovered a passion for engaging the community in Council decision making and was the co-designer of #changesCGG, a deliberative democracy initiative undertaken by the City of Greater Geraldton that won three awards from the International Association for Public Participation Australasia.

2:15pm

[Reinventing neighbourhoods: Places for people, by people - Lucinda Hartley, CoDesign Studio \(PowerPoint - 24.6MB\)](#)

How can we enable everyday citizens to become city-makers? Too often our approach to placemaking strips communities of their capacity to make great places, and relies on experts instead. This in turn negatively impacts on the streets and public spaces themselves as they do not reflect the diversity, flexibility, local variation and long-term sustainability that comes from connected and engaged communities. But we can transform our future by looking to entrepreneurial placemaking models such as Tactical Urbanism. As its name suggests, this movement looks at alternative 'tactics' for neighbourhood building that combat apathy, NIMIBYism and sticky urban problems by focusing on short-term, low-cost improvements to places, to drive long-term change. This talk will be presented by Lucinda Hartley, co-author the Tactical Urbanism Guide to Australia and New Zealand. Lucinda has been nominated as one of 15 Future Chasers: young Australians leading global change, and advises worldwide on faster and cheaper solutions to urban problems.

2:55pm

[The WA Council amalgamation process, how not to do it - Peter Kenyon, Bank of IDEAS \(PowerPoint - 4.49MB\)](#)

Peter Kenyon is a social entrepreneur and community enthusiast. Over the last decade he has worked with over 1000 communities throughout Australia and in 45 other countries seeking to facilitate fresh and creative ways that stimulate community and economic renewal. He is motivated by the desire to create healthy, caring, inclusive, sustainable and enterprising communities. Peter has also authored 16 publications. In the past two years he has been highly involved in opposing the proposed Perth Councils amalgamation planned by the State Government. The plan has now been abandoned and the outcome is power to the people.

[FOLG Next Steps - John Hennessy, MAV \(PowerPoint - 141KB\)](#)

Lessons and insights I've learnt in local government and elsewhere - Kelvin Spiller
(PowerPoint - 10.1MB)

Local government and federal government, the importance of the direct relationship,
now and into the future - Troy Pickard, ALGA (PowerPoint - 558KB)

Reinventing neighbourhoods: Places for people, by people - Lucinda Hartley,
CoDesign Studio (PowerPoint - 24.6MB)

The challenge of change - John Walker, Richmond Valley Council, NSW (PowerPoint
- 929KB)

The WA Council amalgamation process, how not to do it - Peter Kenyon, Bank of
IDEAS (PowerPoint - 4.49MB)

Program details

Thursday 28 May

8.30am

Registration and coffee

9.00am

Welcome from MAV President

9.10am

**The Future of Local Government Journey: The Evolution and the
Challenges: update**

9.30am

**'Responding to the biggest wake-up call in history', Richard A
Slaughter, Director of Foresight International.**

Richard will discuss the nature of the major changes currently sweeping the world, the profound impact they are likely to have on local government and suggested practical responses. Richard is a futurist of international standing. He is a consulting futurist who has worked with a wide range of organisations in many countries and has published 20 books.

10.15am

**'Virtual Local Government', Professor Percy Allan, Percy Allan and
Associates.**

Imagine your local council didn't exist. In its place, a small group of people performed only the bare functions of government. Generic tasks were outsourced. Rate collection and capital works were outsourced too. Part-time contractors were employed by the council for specialist work. If service delivery was not satisfactory, the council could switch suppliers quickly. In *Virtual local government*, Percy examines the efficiency and effectiveness of Australian councils and their speed, scope and specificity in delivering services. Percy was Secretary of the NSW Treasury and Chairman of the NSW Treasury Corporation

between 1985 and 1994. In 1996, he was awarded an Order of Australia for his contributions to public sector reform. Percy has chaired an Independent Inquiry into the financial sustainability of NSW Local Government and has been a financial adviser to national and state governments in China, India, Indonesia, Philippines, Thailand, Kazakhstan and the Pacific Islands as well as worked for the World Bank, Asian Development Bank and IMF. He has helped overhaul their financial management arrangements.

11.05am

Morning tea

11.30am

'City of Melbourne: the People's Panel', Cr. Stephen Mayne, City of Melbourne.

Participatory budgeting processes traditionally focus on a component of discretionary budget – such as a representatives ability to ring-fence a couple of million dollars for community facilities. However, in many ways the larger challenge in budgeting is the dominance of interest groups coupled with the capacity to present any and all decisions as an electoral negative: cutting services or raising rates are both equally tricky paths to navigate. Moreover, the challenge facing all elected officials is the need to take a longer term view beyond the current electoral cycle – a challenge which is counter to any representatives interest in survival. For the first time, the City of Melbourne is producing a 10 Year Financial Plan, and is giving unparalleled access to a descriptively representative random sample of citizens who have produced a set of recommendations to inform the Lord Mayor and Councillors. The City's scope of operations is immense – in the region of \$400m annually – and this will be the largest city with the largest budget to open up their books to a deliberative process giving citizens this level of access and authority. Cr Stephen Mayne is a business journalist and is determined to deliver on the recently adopted goal in Council's four year plan to make the City of Melbourne 'one of Australia's most open and transparent councils'. The project was instrumental in the City of Melbourne winning the IAP2's International Organisation of the Year Award.

12.10pm

'newDemocracy – Why and How to Innovate in Democracy: Sharing Hard Decisions with Your Community'. Iain Walker, Executive Director, New Democracy Foundation.

The Foundation believes there is a better way to do democracy. People want to be participants in politics, not just polarised voters in adversarial contests. The research evidence is compelling – trusted outcomes are achieved when a diverse and representative group of citizens group of citizens, randomly selected, deliberate together. We don't need better politicians. We need a better system. The Foundation has now been highly involved in a large number of participative democratic initiatives around Australia with outstanding success.

1.45pm

'Lessons and insights I've learnt in local government and elsewhere', Kelvin Spiller, Leadership Thinking Australia.

Local Government has a high turnover of CEOs and senior managers and there is often little opportunity for reviewing or knowledge sharing with those leaving the sector. Kelvin has been CEO of six organisations, including four Councils in two states, as well as an energy utility and a NFP. He has also been involved in executive coaching and mentoring of CEOs and business owners covering both private and public sectors. He will discuss his learnings about the key success factors in Councils and include a range of case study material.

2.30pm

'The future of local public services and implications for local government', Professor Helen Sullivan, University of Melbourne.

Helen Sullivan is Professor and Director of the Melbourne School of Government at the University of Melbourne. She worked in local government before becoming Director of Research at the Cities Research Centre, UWE, Bristol. She joined the University of Melbourne in 2011.. In 2010/11 she directed the University of Birmingham's first Policy Commission, an innovative collaboration involving academics, policy makers, profit and non-profit service providers and service users in generating new thinking on 'the future of local public services'. The Policy Commission's report, 'When Tomorrow Comes' was published in 2011.

3.00pm

Afternoon tea

3.20pm

'Transformation to a new smarter way of working', Di Ashton, Project Director, Activity-Based Working, Cardinia Shire Council.

Cardinia Shire has taken the opportunity to review its way of working as part of the move to new civic offices. The platform for the change has been to embrace an activity based working model which will improve business processes, organisation culture and result in better and more responsive service delivery. Cardinia is the first Council to adopt activity based working to transform the business where all staff collaborate on projects in shared spaces rather than at pre-assigned desks. This has transformed the Council from being totally dependent on paper into an office with a fully mobile, paper- independent office where staff work independent of time and place. The project has already won several awards and has attracted significant interest from the sector.

3.55pm

'The importance of innovation and its implementation in government', Kate Delaney, Delaney Foresight.

Volumes have and will be written about change, innovation, and local government. We know today's story: rising public expectations, growing public sector debt levels, tighter budgets, and the need to achieve more with less. We understand that necessity is the mother of invention. Governments today want thinkers that do and doers that think to help them decide what to raise, reduce, eliminate and create. So what? Kate will explore ideas about "How to move beyond inherited to fresh approaches in government?"

4.30pm

'Re-imagining government in the digital age', Barry Quirk, CEO Lewisham Council, UK (Virtual)

Barry Quirk CBE is also Chair of the UK Design Commission. From 2004 to 2009, Barry was appointed by the British Government to be the National Efficiency Champion for English local government. In 2007 he produced a landmark report for Government on the potential transfer of public assets to community groups. He is a leading local government chief executive nationally, involved in the improvement of public services across London and the UK. In 2013, he co-authored a comprehensive manifesto for the redesign of public services in Britain.

Friday 29 May

9.00am

'Local Government and Federal Government – the importance of the direct relationship, now and into the future', Mayor Troy Pickard, President, Australian Local Government Association (ALGA).

Troy Pickard's election to the Presidency of ALGA comes at a critical time for the sector as the Federal Government prepares White Papers on the Reform of the Federation and Taxation, documents it hopes will provide blueprints for reform which resolve the confusion about roles and responsibilities between levels of government and set out a simpler, more efficient and equitable way of raising the taxes Australia needs.

9.40am

'Thames-Coromandel's Community Boards and how they drive Council planning', David Hammond, Chief Executive, Thames-Coromandel District Council (NZ).

David Hammond will describe how broad-based devolution to communities can result in a win-win-win for elected members, staff and communities. The Council has established Community Boards to support Community Governance/ Empowerment policies with objectives of:

- Moving governance decision-making closer to those being governed.
- Co-governance – sharing governance powers.
- Recognising diverse communities and their needs.

The outcomes achieved are very inspiring.

10.25am

Morning tea

10.50am

'Engaging your Community in City Council decision-making: Lessons learned from 40 years of Community Governance in Portland, Oregon', Dr Paul Leistner.

Dr. Paul Leistner is the Neighbourhood Program Coordinator for the City of Portland, Oregon and supports Portland's internationally recognized citywide community and neighborhood involvement system. Paul has a background in public administration and policy analysis and has worked in the non-profit sector supporting community-based research on a wide range of policy issues. Paul also brings to his work 20 years of experience as a volunteer neighborhood activist and leader in Portland. Paul received a doctorate in Urban Studies from Portland State University. Paul's dissertation reviewed the 40-year evolution of Portland's community and neighborhood involvement system and identified structures, program elements, policies, and practices needed to encourage and support greater local democracy, dynamics that help or hinder the evolution of citywide community involvement systems, and strategies to embed and sustain system advances. Paul is the leading spokesperson for Portland's community and neighborhood involvement system and has shared Portland's model with government officials and staff, community activists, and researchers from across the nation and around the world.

11.35am

'The need for Councils to transform their business model', Professor Peter Grant, IBRS.

Peter Grant has an extensive background in business and the public service, including roles of Vice President of Gartner Consulting and Chief Information Officer for the Queensland Government. He is a passionate believer in the need for the public sector to transform their business model to interact more productively and effectively with citizens.

12.05pm

'The Challenge of Change: implications for local government' John Walker, CEO, Richmond Valley Council (NSW).

John Walker has an amazing and highly successful CV including:

- CEO West Australian Football League and West Coast Eagles Football Club
- CEO Liverpool City Council (NSW)
- General Manager, Retail Banking, Westpac
- Chairman, Newsat Ltd
- Managing Director (Aust and NZ), Thrifty car rental
- Chairman Centennial Parklands

John has 'seen it all' and will provide significant insights into the challenges faced by local Councils and suggest preferred future directions in a rapidly changing world.

12.45pm

Lunch

1.30pm

'City of Greater Geraldton's (WA) Participatory Budgeting Journey', Ken Diehm, CEO.

Ken has more than 29 years of local government experience and has held a wide range of financial and engineering management positions in both local government and the private sector including, CEO of Willows Sports Complex Joint Board, Managing Director of Business National, CEO of NQ Water, Director of Water and Asset Planning, and Director of Townsville Water and Waste. More recently, Ken has discovered a passion for engaging the community in Council decision making and was the co-designer of #changesCGG, a deliberative democracy initiative undertaken by the City of Greater Geraldton that won three awards from the International Association for Public Participation Australasia.

2.15pm

'Places for people, by people: how to do it', Lucinda Hartley, CEO and co-founder, CoDesign Studio

How can we enable everyday citizens to become city-makers? Too often our approach to placemaking strips communities of their capacity to make great places, and relies on experts instead. This in turn negatively impacts on the streets and public spaces themselves as they do not reflect the diversity, flexibility, local variation and long-term sustainability that comes from connected and engaged communities. But we can transform our future by looking to entrepreneurial placemaking models such as Tactical Urbanism. As its name suggests, this movement looks at alternative 'tactics' for neighbourhood building that combat apathy, NIMBYism and sticky urban problems by focusing on short-term, low-cost improvements to places, to drive long-term change. This talk will be presented by Lucinda Hartley, co-author the Tactical Urbanism Guide to Australia and New Zealand. Lucinda has been nominated as one of 15 Future Chasers: young Australians leading global change, and advises worldwide on faster and cheaper solutions to urban problems.

2.55pm

'The Perth Councils amalgamation process: what happened?' Peter Kenyon, Founder of the Bank of IDEAS and local activist.

Peter Kenyon is a social entrepreneur and community enthusiast. Over the last decade he has worked with over 1000 communities throughout Australia and in 45 other countries seeking to facilitate fresh and creative ways that stimulate community and economic renewal. He is motivated by the desire to create healthy, caring, inclusive, sustainable and enterprising communities. Peter has also authored 16 publications. In the past two years he has been highly involved in opposing the proposed Perth Councils amalgamation planned by the State

Government. The plan has now been abandoned and the outcome is power to the people.

3.25pm

Wrap up and next steps

3.30pm

Close

Personal Reflections:

- There is a fundamental need for councils to reconsider how they consult with community, as collaborations with resident's approval are increasingly essential for effective planning & service delivery.

Here is a link to all the Powerpoint Presentations:

<http://www.mav.asn.au/about-local-government/future-local-government/Pages/folg-summit.aspx>

• ROLE OF LOCAL GOVERNMENT:

- 'Facilitate the building of stronger and more successful communities.'
- 'Opportunity for Leadership in a re-localised community future.' - (John Hennessey)
- Primary role of LG is Community Governance, Rather than Service Delivery

PDF

<http://www.mav.asn.au/events/Documents/Future%20of%20Local%20Government%20National%20Summit%202015.pdf>

<http://www.ceda.com.au/2015/06/16/five-million-Aussie-jobs-gone-in-10-to-15-years>

- Sport participation is a low influencer of health, we need health by stealth
- Studies show that only 40% of people overall get enough exercise, but 80% of public transport users get enough exercise

All of these lessons were well learned in the City of Melbourne which of course is one of the great cities of the world. It is a city with lots of pedestrian activity and bike activity and urban spaces that feel well loved. I thank the Council for allowing me to participate in this conference.

Although Council did not pay for any of my travel or expenses, I would also like to update the Council on my recent trip to Japan:

I travelled to Japan in April with Dr Mizuno of the Australian Japan Wildlife Conservation Education Foundation and Emmy Award winning film-maker and Straddie local David Hannan. Together, in the Tokyo area, we were able to present at two universities, one school, and the Australian Embassy. Dr Mizuno brings Japanese students to the Redlands. I am very confident after the presentations that we have that he will be bringing more in the future. The presentation that we gave at the Australian Embassy was part of the re-launch of Sirromet wines in Japan. It was a lovely event. We also travelled to the Kansai area and discussed future promotional opportunities with two TV stations. I also managed to fit in a visit to Kani City and once again met with their Mayor. Kani is the home of Cleveland High's sister school in Japan. Mayor Tomita will be visiting the Redlands in either October or November of this year and I hope that we will be able to extend the same hospitality to him that they have been able to extend to myself and the Mayor, on previous occasions. All in all it was a very productive but very tiring 12 days.

9 MOTION TO ALTER THE ORDER OF BUSINESS

9.1 MOTION TO WITHDRAW ITEM 14.2.1

Moved by: Cr P Bishop
Seconded by: Cr M Edwards

That Item 14.2.1 (as listed on the agenda) *Notice of Motion Cr Bishop – Collective Impact Summit* be withdrawn.

CARRIED 11/0

10 DECLARATION OF MATERIAL PERSONAL INTEREST OR CONFLICT OF INTEREST ON ANY ITEMS OF BUSINESS

Nil.

11 REPORTS TO COUNCIL

11.1 PORTFOLIO 1 (CR MARK EDWARDS)

OFFICE OF CEO (INCLUDING INTERNAL AUDIT)

11.1.1 REVENUE POLICY POL-1837

Objective Reference: A191440
Reports and Attachments (Archives)

Attachment: [Revenue Policy POL-1837](#)

Authorising/Responsible Officer:



Linnet Batz
Chief Financial Officer

Report Author: Noela Barton
Service Manager Revenue & Collections
Management

PURPOSE

The purpose of this report is to present the 2015-2016 Corporate Revenue Policy to Council for adoption.

BACKGROUND

Section 104(5) of the *Local Government Act 2009* (Qld) requires a Local Government to have a Revenue Policy as part of its financial management system.

Council annually reviews its Revenue Policy as part of the budget development process. Following adoption of the Long Term Financial Strategy on 17 December 2014, Council subsequently reviewed its Revenue Policy for the 2015-2016 financial year.

ISSUES

Council's Revenue Policy outlines its policy position with respect to rates and charges, concessions and recovery of overdue amounts. The policy also provides high level intent on Council's cost recovery methods and the extent of funding by charges for any new development with respect to the associated physical and social infrastructure costs.

The draft policy attached was work shopped with Councillors and there are no outstanding issues with the policy.

STRATEGIC IMPLICATIONS

Legislative Requirements

Section 104(5) of the *Local Government Act 2009* (Qld) requires a Local Government to have a Revenue Policy as part of its financial management system.

Section 169 of the *Local Government Regulation 2012* requires that a local government's budget for each financial year must contain a revenue policy. Section 193 of the *Local Government Regulation 2012* requires the revenue policy to be reviewed annually and in sufficient time to allow an annual budget to be adopted for the next financial year and provides the content that must be covered in a revenue policy, namely:

- a) The principles to be applied for:
 - Levying rates and charges;
 - Granting concessions for rates and charges;
 - Recovering overdue rates and charges; and
 - Cost-recovery methods.
- b) The purpose for concessions that are granted.
- c) The guidelines that may be used for preparing the revenue statement.

Risk Management

Council's Long Term Financial Strategy contains risks, issues and mitigation strategies aligned to revenue and pricing. Additionally, the Financial Services Group annually reviews its risk register to ensure policies and practices are current and responsive to corporate revenue risks.

Financial

There are no direct financial impacts to Council resulting from this report.

People

Nil impact expected as the scope of the attached document is Council's policy position on the making and levying of rates and charges and associated matters.

Environmental

Nil impact expected as the scope of the attached document is Council's policy position on the making and levying of rates and charges and associated matters.

Social

Nil impact expected as the scope of the attached document is Council's policy position on the making and levying of rates and charges and associated matters.

Alignment with Council's Policy and Plans

The Revenue Policy aligns with Council's Corporate Plan as it is developed in consideration of the 8 key outcomes and is in line with Council's Long Term Financial Strategy.

CONSULTATION

Council's Long Term Financial Strategy was reviewed between October 2014 and December 2014, outlining Council's revenue policy position as well as potential risks, issues and opportunities. Council subsequently reviewed the draft 2015-2016 Revenue Policy, which was approved in principle.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: Cr M Edwards
Seconded by: Cr A Beard

That Council resolves to adopt the attached 2015-2016 Corporate Revenue Policy POL-1837.

CARRIED 11/0

Revenue Policy

Version Information

Head of Power

Section 169(2) of the *Local Government Regulation 2012 (Regulation)* requires a local government to include in its financial budget a revenue policy. Section 170 of the *Regulation* requires a local government to adopt a budget each financial year.

Section 193(3) of the *Regulation* requires a local government to review its revenue policy annually in sufficient time to allow an annual budget that is consistent with the revenue policy to be adopted for the next financial year.

Policy Objective

The purpose of this Revenue Policy is to set out the principles used by Council for:

- The making and levying of rates and charges;
- Recovery of overdue rates and charges;
- Exercising of concession powers in relation to rates and charges;
- Community Service Obligations;
- Application of user pays models;
- Revenue from commercial activities;
- Revenue from other external sources; and
- Setting cost-recovery fees.

Policy Statement

Council will be guided by the following principles:

Accountability — Council will be accountable to the providers of funds to ensure those funds are applied efficiently and effectively to satisfy the objective for which the funds were raised.

Transparency — Council will be transparent in its revenue raising activities and will endeavour to use systems and practices able to be understood by the community.

Representation — Council will act in the interests of the whole community in making decisions about rates and charges.

Sustainable financial management — Council will ensure it manages revenue diligently and that the application of funds is founded on sustainable strategic objectives which result in timely and optimal investment in identified priorities.

Fairness — While the rating legislation requires Council to use property valuations as the basis for raising rate revenue, Council will monitor the impact of valuation changes and moderate increases where possible.

CMR Team use only

Differentiation of categories — Council will apply different rates to various categories of property that will reflect the particular circumstances of the categories and Council's policy objectives related to those categories.

Special needs and user pays — Council will draw from various revenue sources to fund special needs including (but not necessarily limited to):

- separate rates or charges for whole of community programmes;
- special rates or charges for recovery of costs from beneficiaries;
- utility charges for specific services based generally on usage;
- statutory fees and charges in accordance with legislation, regulation or local laws;
- commercial fees and charges where users can clearly be identified.

Social conscience — Council will apply a range of concessions (e.g. for pensioners and institutions) and will accommodate special circumstances where hardship can be demonstrated.

Making and Levying of Rates and Charges

In levying rates and charges, Council will schedule the issue of rate notices quarterly in the months of July, October, January and April.

Differential General Rates

General Rate revenue provides essential whole of community services not funded through subsidies, grants, contributions or donations received from other entities, or not provided for by other levies or charges.

Council will consider full cost recovery options before calculating the differential general rate.

Rating legislation requires the general rate to be calculated on the Value of the land, however Council recognises that various segments of the community impact on and use services, activities, and facilities differently.

When determining the differential rating categories the ongoing changes to community characteristics will be considered along with revaluations, which can have a significant impact on properties.

Due to the socio-economic diversity and the large differences in land valuations with the Redland City area Council will monitor the distribution of rate payers within the Residential rating categories of 1a and 1b to ensure that an appropriate majority are within reasonable boundary levels of the Minimum General Rate of rating category 1a.

Separate and Special Charges

Where it is appropriate, Council will utilise separate and special charges to programmes that benefit the whole community equally or benefit specific groups within the community respectively.

CMR Team use only

Utility Charges

In setting Utility charges, Council will take into consideration factors such as:

- Legislative requirements, including National Competition policy;
- Council Policy objectives;
- Recovery of sufficient revenue to cover costs and a return on assets;
- Other sources of revenue where appropriate

Exercise of Concession Powers in Relation to Rates and Charges

Chapter 4, Part 10 of the *Local Government Regulation 2012* provides Council with the powers to grant concessions to individuals and classes of land owners. Council has determined that pensioners (owner occupiers) as defined by the *Local Government Regulation 2012* are entitled to receive concessions on rates and various other services that Council provides to the community. Other charitable organisations, community groups, sporting associations and independent schools may also be entitled to concessions.

Pursuant to section 120 of the *Local Government Regulation 2012* Council will provide a concession to property owners whose land is being exclusively used for the business of farming (primary production) to assist and encourage endurance in their particular industry, which will benefit the economic development of the City as a whole.

Recovery of Overdue Rates and Charges

In accordance with section 120(1)(c), 121(b) and 122(1)(b) of the *Local Government Regulation 2012*, Council will continue to provide flexibility to rate payers and sundry debtors experiencing demonstrated financial hardship in 2014/2015 by entering into short to long term arrangements.

Interest will be charged on rates and charges outstanding past the due date unless a mutually agreed arrangement is in place and is honored. If an arrangement defaults, it will be cancelled and interest charged

Cost effective processes will be applied in the recovery of overdue rates and charges.

Community Service Obligations

In accordance with Corporate Policy-2658 Community Service Obligation Policy Council may subsidise the operations of commercialised business units or activities in order to achieve social, economic, environmental or other objectives associated with, or incidental to, the delivery of services by those business units or activities.

Council may charge for such activities at a rate less than the full cost price of a service. The difference between the full cost price and the actual charge will be treated as a Community Service Obligation (CSO). CSOs must be transparent, fully costed, and funded. Each CSO will be funded from an identified budget.

Council will continue to support existing community service obligations for Water and Wastewater charges provided for under:

CMR Team use only

- Corporate Policy POL-3028 — Application of Water Charges
- Corporate Policy POL-3027 — Application of Wastewater Charges
- Corporate Policy POL-1234 — Trade Waste

These community service obligations will be reviewed regularly to ensure they continue to form part of Council's strategic objectives.

In addition Council will provide the following Water Charge Remission Policies:

- Corporate Policy POL-2592 Concealed Leaks Policy
- Corporate Policy POL-0027 Water Charge Remissions for Home Dialysis Machine Users
- Corporate Policy POL-1235 Trade Waste Discharge Charge Remission for Concealed Water Leaks

Application of User Pays Models

Council supports the principle that there is an increased focus on user pays models and that these will be developed where they are considered appropriate and in accordance with policy.

Council has adopted the policy of a conservative approach to increases in fees and charges with a view to minimising excessive impacts on user pays groups. There is also need to consider Community Service Obligations (CSOs) when considering this principle.

Revenue from Commercial Activities

In order to minimise price increases on residents through the General Rate, Council is committed to exploring additional or alternative revenue streams through the establishment of business activities under the National Competition Policy framework where this is appropriate and in accordance with policy.

In doing this the following principles will be considered:

The adoption of a business activity is to ensure that the creation of a competitive environment will encourage Council to better identify and specify what it actually does and why.

The determination of the standard and quality of each business activity required based upon community/customer expectations and achieving best value for money irrespective of whether the service is delivered by an internal or external provider.

By concentrating upon outcomes rather than processes, service specification is likely to encourage innovation and new solutions to meeting the needs and expectations of the community and customers.

Revenue from Other External Sources

Where possible, Council will seek to supplement revenue through application for external grants and subsidies. Every opportunity will be taken to maximise revenue in support of capital and operational spending. External funding, however, must be strategically targeted and in alignment with community and corporate objectives.

CMR Team use only

Cost-recovery fees

Section 97 of the *Local Government Act 2009* allows Council to set cost-recovery fees.

The Council recognises the validity of fully imposing the user pays principle for its cost-recovery fees, unless the imposition of the fee is contrary to its express social, economic, environmental and other corporate goals (such as, for example, the community service obligations outlined above). This is considered to be the most equitable and effective revenue approach, and is founded on the basis that the City's revenue base cannot subsidise the specific users or clients of Council's regulatory products and services.

However, in setting its cost-recovery fees, Council will be mindful of the requirement that such a fee must not be more than the cost to Council of providing the service or taking the action to which the fee applies.

Infrastructure Charges

Infrastructure charges imposed on new development for the provision of local government trunk infrastructure are currently regulated by the State Government. They are subject to annual indexation but only to the extent that the maximum regulated charge rate is not exceeded. The breakup of the residential development charge to constrained reserves for each network is as follows:

- Stormwater 7%
- Local Roads 35%
- Cycleways 15%
- Parks 19%
- Community Facilities 3%
- Water Supply and Wastewater 21%

For non-residential development the split is:

- Transport 79%
- Water Supply and Wastewater 21%

Infrastructure charges fund approximately 50-65% of all trunk infrastructure costs planned by Council to meet development growth in the City over the next 15 years.

Version Information

Version number	Date	Key Changes
12	December 2012	<p>Page 3 – Exercise of Concession Powers in Relation to Rates and Charges. Addition of the words ‘Owner Occupiers’ regarding concessions on rates and various other services that Council provides for pensioners</p> <p>Page 4 – Community Service Obligations. Removal of Remission Policy for Concealed Leaks, Home Dialysis Machine Users & Remission Policy for Genuine Fire Emergencies. Addition of POL-2592 Water Charge Remission Policy for Concealed Leaks and POL-0027 Water Charge Remissions for Home Dialysis Machine Users</p>
13	June 2013	<p>Update for new references to <i>Local Government Regulation 2012</i></p> <p>Page 5 – Infrastructure Charges. Change to 100% of non-trunk infrastructure (i.e. residential streets, drainage, etc).</p>
14	June 2014	<ul style="list-style-type: none"> • Remove first paragraph of Policy Objective. • Wording change to principal of ‘Fairness’ to remove reference to convergence and land that cannot be developed. • Replace the word ‘special’ with ‘whole of’ in the first bullet point of the principal ‘Special needs and user pays’. • Restructure the section ‘Making and Levying of General Rates and Charges’ to include sub-headings and wording to support the making of Utility charges. • Add the months that rates and charges are levied in the sentence under the section headed ‘Making and Levying of Rates and Charges’ • Remove the word ‘all’ from the second sentence in the section sub-headed ‘Differential General Rates’. • Replace the fifth sentence with reference to convergence in the sub-section headed ‘Differential General Rates’. • Add the sub-heading of ‘Utility Charges’ and wording. • Update the financial year in the section headed ‘Recovery of Overdue Rates and Charges’. • Add the word ‘exclusively’ in the 2nd paragraph of the section headed ‘Exercise of Concession Powers in Relation to Rates and Charges’ as per section 120(f) of the Local Government Regulation 2012. • Delete reference to Corporate Policy POL-3045 Application of Water Charges for Nursing Homes and Retirement Villages, which is obsolete. • Delete the section headed ‘Reserves’ as the legislative requirement to include the funding of reserves is obsolete.

CMR Team use only

15	June 2015	<ul style="list-style-type: none">• Move sub-heading 'Recovery of Overdue Rates and Charges' under the sub-heading 'Exercise of Concession Powers in Relation to Rates and Charges'.• Amend first paragraph to:<ul style="list-style-type: none">• include reference to the legislation• Clarify 'debtors' are 'sundry' debtors• Replace the word 'difficulty' with the word 'hardship'• Update the policy details in the sub-section headed 'Community Service Obligations'• Replace the wording in the sub-section headed 'Infrastructure Charges'
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11.1.2 MAY 2015 MONTHLY FINANCIAL REPORT

Objective Reference: A191010
Reports and Attachments (Archives)

Attachment: [Monthly Financial Report May 2015](#)

Authorising/Responsible Officer:



Linnet Batz
Chief Financial Officer

Report Author: **Deborah Corbett-Hall**
Service Manager Corporate Finance

PURPOSE

The purpose is to present the May 2015 Monthly Financial Performance Report to Council and explain the content and analysis of the report. Section 204(2) of the *Local Government Regulation 2012* requires the Chief Executive Officer of a local government to present statements of its accounts to the local government on a monthly basis.

BACKGROUND

Council adopts an annual budget and then reports on performance against the budget on a monthly basis. This is not only a legal requirement but enables the organisation to periodically review its financial performance and position and respond to changes in community requirements, market forces or other outside influences. The Corporate Financial Reporting Team compiled the attached document following end of month accruals, deferrals, allocation journals and reconciliations.

ISSUES*Interim audit for financial year 2015*

The Queensland Audit Office (QAO) commenced the 2014-2015 interim external audit on 23 March 2015. Feedback was received on 1 June 2015 and the Corporate Financial Reporting Team is now finalising the templates in preparation for the end of year accounts finalisation post 30 June.

Constrained Cash Reserves

Council has amended the revised budget for constrained cash reserves following a full review in December 2014. Officers will now take the appropriate action in the utilisation or closure of reserves before the end of the financial year. It is anticipated the end of year constrained cash reserves balance will not exceed the cash balance due to the budget direction.

STRATEGIC IMPLICATIONS

Council has either achieved or favourably exceeded the following Key Financial Stability and Sustainability Ratios as at the end of May 2015:

- Level of dependence on general rate revenue;
- Ability to pay our bills – current ratio;
- Ability to repay our debt – debt servicing ratio;
- Cash balance;
- Cash balances – cash capacity in months;
- Longer term financial sustainability – debt to asset ratio;
- Operating Performance;
- Operating surplus ratio;
- Net financial liabilities;
- Interest cover ratio; and
- Asset consumption ratio.

The following ratio did not meet the target at the end of May:

- Asset sustainability ratio.

The asset sustainability ratio was not met as at the end of May 2015 and Council continues to monitor its renewal spend and depreciation expense to improve performance against this stretch target. Council's Capital Works Prioritisation Policy escalates renewal spend over new assets and on 11 February 2015 Council approved a comprehensive asset management project to replace the current asset management process and system.

Legislative Requirements

The May 2015 financials are 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

May 2015 revenues and expenditures have been noted by the Executive Leadership Team and relevant officers who can provide further clarification and advice around actual to budget variances.

Financial

There are no direct financial impacts to Council resulting from this report; however it provides an indication of financial outcomes at the end of May 2015.

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.

Alignment with Council's Policy and Plans

This report has a relationship with the following items of the 2015-2020 Corporate Plan:

8. Inclusive and Ethical Governance: Deep engagement, quality leadership at all levels, transparent and accountable democratic processes and a spirit of partnership between the community and Council will enrich residents' participation in local decision-making to achieve the community's Redlands 2030 vision and goals.

8.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans that guide project planning and service delivery across the city.

CONSULTATION

Consultation has taken place amongst Council departmental officers, Financial Services Group Officers and the Executive Leadership Team.

OPTIONS

1. Council resolves to note the End of Month Financial Reports for May 2015 and explanations as presented in the attached Monthly Financial Performance Report.
2. Council requests additional information.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: Cr M Edwards
Seconded by: Cr J Talty

Council resolves to note the End of Month Financial Reports for May 2015 and explanations as presented in the attached Monthly Financial Performance Report.

CARRIED 11/0



Monthly Financial Report

May 2015

CONTENTS

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2.	Key Performance Indicators	5
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1. INTRODUCTION AND OVERVIEW

This monthly report is designed to illustrate the financial performance and position of Redland City Council compared to its adopted budget at an organisational level for the period ended 31 May 2015. The annual budget referred to in this report reflects the Revised Budget as adopted by Council on 06 May 2015. Note: all amounts are rounded to the nearest thousand dollars.

Council implemented Ezescan during May 2015 to allow for automated invoice data entry and for invoices to be approved via a workflow in the finance system. Due to the timing of the implementation towards the end of the month, a number of invoices were unprocessed, resulting in material variances to budget reported in the operational, as well as capital goods and services line items in this report. Invoices were dealt with in early June.

Key financial highlights and overview

Key Financial Results	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000	YTD Variance %	Status
Operating Surplus/(Deficit)	8,671	10,774	17,736	6,962	65%	✓
Recurrent Revenue	237,607	225,188	227,365	2,177	1%	✓
Recurrent Expenditure	228,936	214,414	209,629	(4,785)	-2%	✓
Capital Works Expenditure	63,942	50,105	40,704	(9,401)	-19%	✓
Closing Cash & Investments	74,197	91,115	138,227	47,112	52%	✓

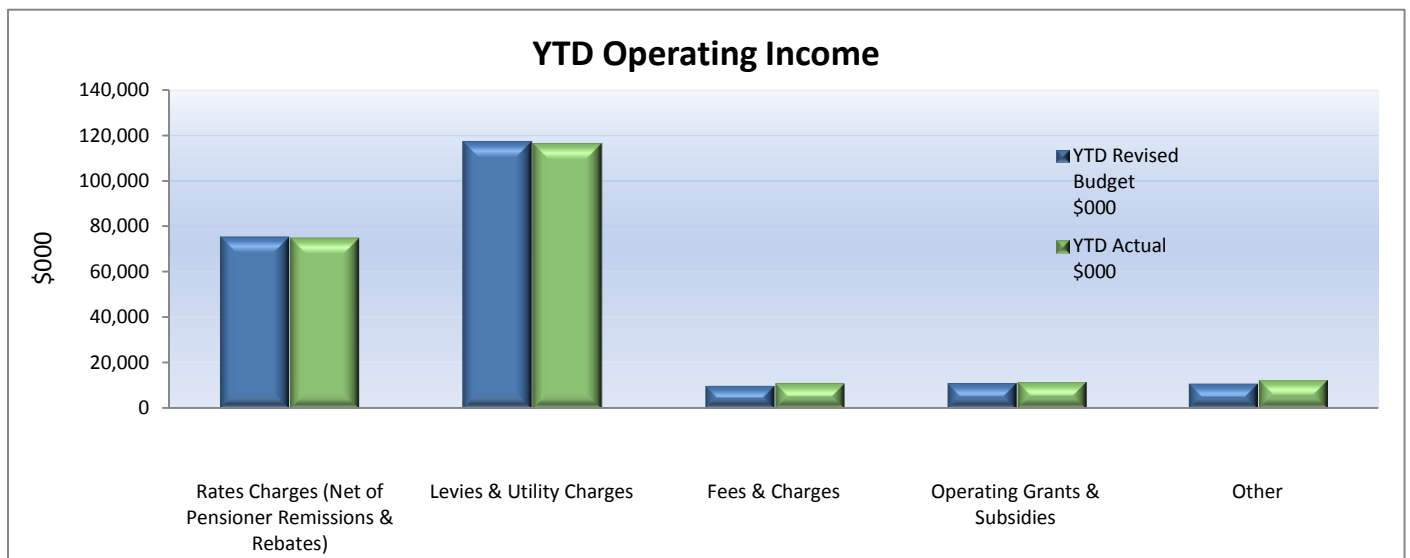
Status Legend:

Above budgeted revenue or under budgeted expenditure	✓
Below budgeted revenue or over budgeted expenditure <10%	⚠
Below budgeted revenue or over budgeted expenditure >10%	✘

Operating results (p.7)

The year to date operating surplus exceeded the year to date revised budget by \$6.96M. Increased development activity in the Redlands area, both residential and commercial, resulted in increased revenue from fees and charges. The higher fees and charges revenue, as well as the additional revenue from recoverable works and the favourable variance in employee costs and goods & services costs contributed to the overall favourable variance at the end of May 2015.

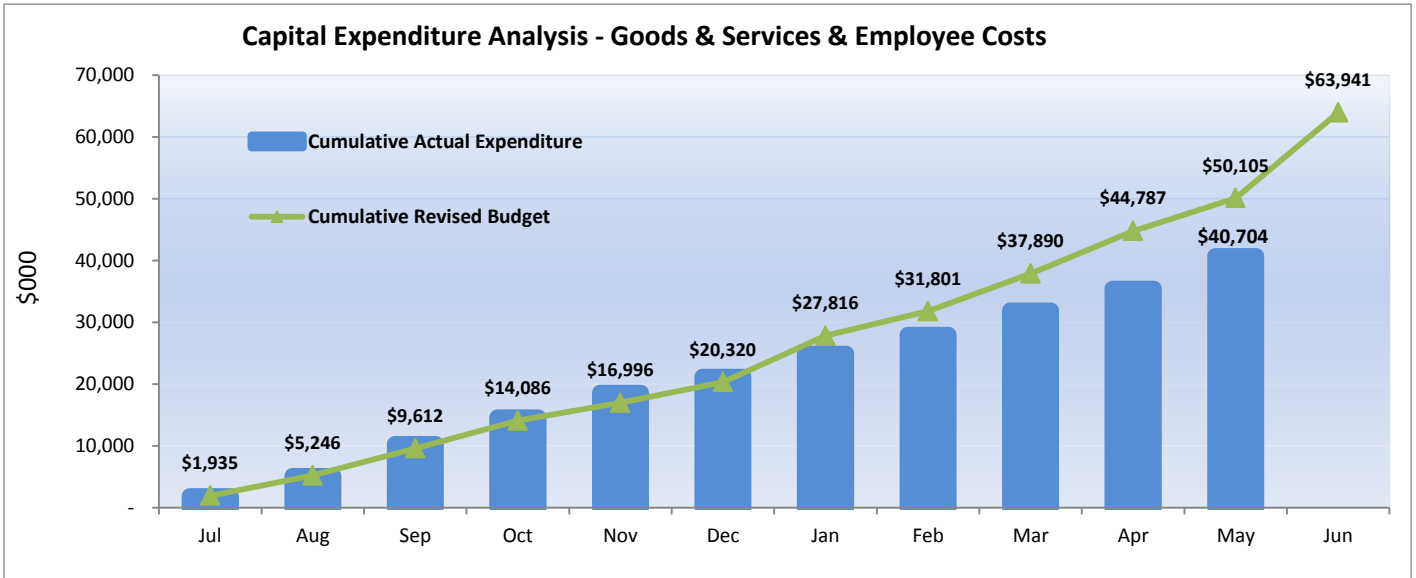
The graph below depicts the actual results compared to the revised budget for each of the five main income categories. Council monitors its reliance on general rates revenue through a key performance indicator to gauge the need to generate income from other sources. Refer to Key Performance Indicators (p.5).



1. INTRODUCTION AND OVERVIEW (cont.)

Capital works

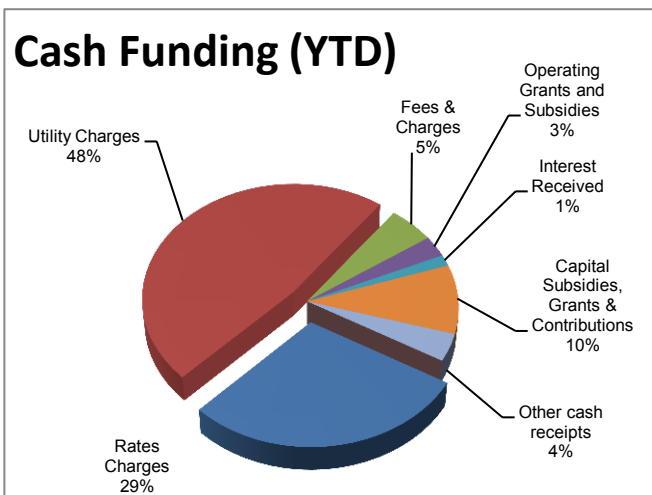
Council's capital works expenditure is underspent by \$9.41M with year to date actual expenditure of \$40.70M which is below year to date budget of \$50.11M. Council's capital works is underpinned by a recently approved Capital Works Prioritisation Policy. Total capital commitments at the end of May 2015 (where budget is approved) was \$2.16M.



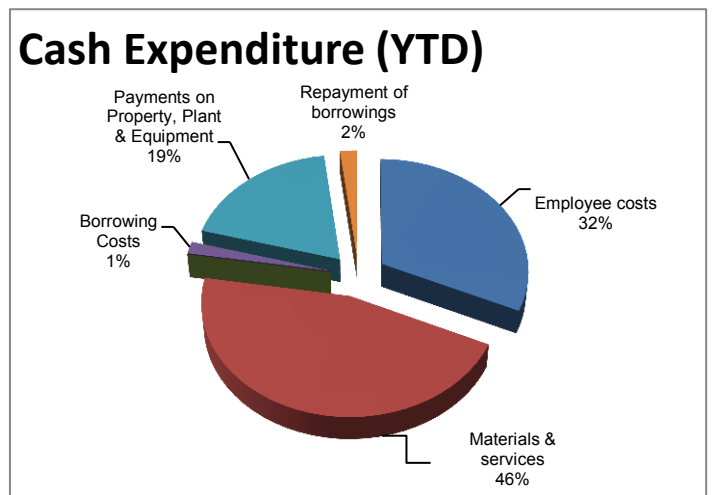
Financial position and cash flow results

Council's Balance Sheet depicts a sustainable result with total current assets of \$176.42M and total current liabilities of \$42.77M (current ratio of 4.12).

The property, plant and equipment balance is impacted by the capital works as illustrated above. Council's cash balance at the end of May 2015 exceeded the year to date budgeted cash balance (refer p.3). This result is attributable mainly to higher than anticipated cash collection from utility charges, lower than expected payments to employees, lower than expected payment for property, plant and equipment and higher than expected capital contributions received during the year to date. Of the \$138.23M cash balance at the end of the period, \$77.81M is held as constrained cash reserves. On 10 December 2014 Council resolved to close four reserves and utilise a further three reserves on or before 30 June 2015 (refer p.13). \$137.82M of the total cash balance was invested with Queensland Treasury Corporation (QTC) at the end of the period. The two graphs below depict the various range of sources of Council's cash funding, as well as the allocation of funding to services and activities needed to support the Redlands community, capital programs and other activities at Council.



Total Cash Funding (Actual YTD)	258,723
Total Cash Funding (Annual Revised Budget)	239,491
% of Budget Achieved YTD	108%



Total Cash Expenditure (Actual YTD)	216,731
Total Cash Expenditure (Annual Revised Budget)	261,528
% of Budget Achieved YTD	83%



2. KEY PERFORMANCE INDICATORS

Financial Stability Ratios	Target	Annual Revised Budget 2014/2015	May 2015	Status
Level of Dependence on General Rate Revenue (%)	Target less than 37.5%	31.78%	33.05%	✓
Ability to Pay Our Bills - Current Ratio	Target between 1.1 and 4.1	3.26	4.12	✓
Ability to Repay Our Debt - Debt Servicing Ratio (%)	Target less than or equal to 10%	3.35%	3.08%	✓
Cash Balance \$M	Target greater than or equal to \$40M	\$74.197M	\$138.227M	✓
Cash Balances - Cash Capacity in Months	Target 3 to 4 months	4.61	8.85	✓
Longer Term Financial Stability - Debt to Asset Ratio (%)	Target less than or equal to 10%	2.45%	2.45%	✓
Operating Performance (%)	Target greater than or equal to 20%	12.17%	26.10%	✓
Financial Sustainability Ratios	Target	Annual Revised Budget 2014/2015	May 2015	Status
Operating Surplus Ratio (%)	Target between 0% and 10% (on average over the long-term)	3.65%	7.80%	✓
Net Financial Liabilities (%)	Target less than 60% (on average over the long-term)	-11.43%	-27.10%	✓
Interest Cover Ratio (%)	Target between 0% and 5%	-0.27%	-0.39%	✓
Asset Sustainability Ratio (%)	Target greater than 90% (on average over the long-term)	38.48%	30.88%	✗
Asset Consumption Ratio (%)	Target between 40% and 80%	66.90%	67.37%	✓

Status Legend

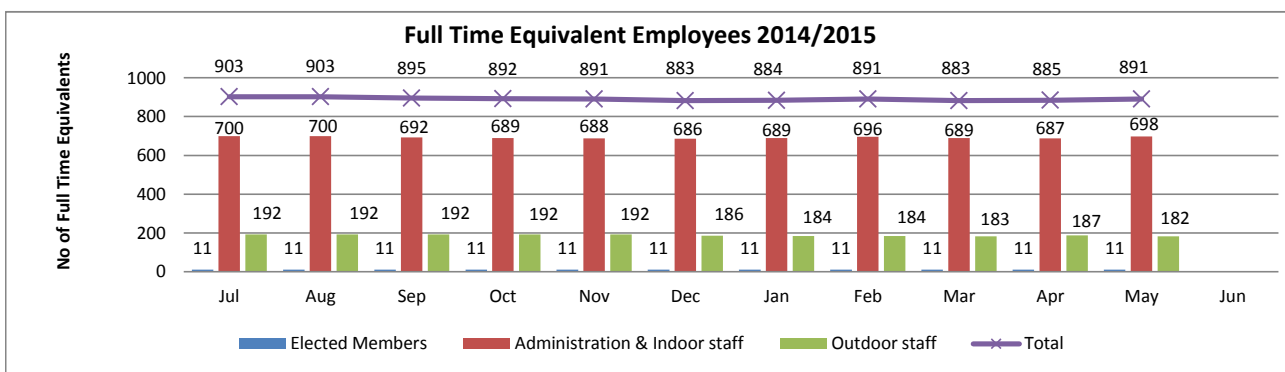
KPI target achieved or exceeded



KPI target not achieved



3. KEY NON-FINANCIAL INFORMATION



Workforce reporting - May 2015: Headcount	Employee Type						
	Casual	Contract of Service	Perm Full	Perm Part	Temp Full	Temp Part	Grand Total
Office of CEO	11	4	82	10	7	4	118
Organisational Services	5	6	99	10	9	5	134
Community and Customer Service	32	5	247	50	28	6	368
Infrastructure and Operations	14	6	305	13	19	1	358
Total	62	21	733	83	63	16	978

Note: Full Time Equivalent 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 (excluding agency staff) and does not include a workload weighting. It includes casual staff in their non-substantive roles as at the end of the period where relevant.



4. STATEMENT OF COMPREHENSIVE INCOME

STATEMENT OF COMPREHENSIVE INCOME

For the period ending 31 May 2015

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000
Recurrent Revenue					
Rates Charges	81,366	81,366	81,365	80,875	(490)
Levies & Utility Charges	124,757	126,689	117,235	116,614	(621)
Less: Pensioner Remissions & Rebates	(2,743)	(5,842)	(5,792)	(5,741)	51
Fees & Charges	10,629	11,108	10,102	11,190	1,088
Operating Grants & Subsidies	3,983	12,248	11,232	11,830	598
Operating Contributions & Donations	260	547	503	350	(153)
Interest External	3,872	4,012	3,655	4,000	345
Other Revenue	4,021	7,479	6,888	8,247	1,359
Total Recurrent Revenue	226,144	237,607	225,188	227,365	2,177
Capital revenue					
Grants, Subsidies & Contributions	15,050	18,586	15,435	24,957	9,522
Non-Cash Contributions	3,146	3,226	2,192	3,709	1,517
Total Capital Revenue	18,196	21,812	17,627	28,666	11,039
TOTAL REVENUE	244,340	259,419	242,815	256,031	13,216
Recurrent Expenses					
Employee Costs	76,094	76,925	70,531	69,208	(1,323)
Goods & Services	106,425	99,174	95,701	92,435	(3,266)
Finance Costs	3,643	4,003	3,395	3,506	111
Depreciation & Amortisation	51,209	48,834	44,787	44,480	(307)
Total Recurrent Expenses	237,370	228,936	214,414	209,629	(4,785)
Capital Expenses					
(Gain)/Loss on Disposal of Non-Current Assets	(3,192)	(842)	(952)	733	1,685
Total Capital Expenses	(3,192)	(842)	(952)	733	1,685
TOTAL EXPENSES	234,178	228,094	213,462	210,362	(3,100)
NET RESULT	10,161	31,325	29,353	45,669	16,316
Other Comprehensive Income					
Increase/(Decrease) in Asset Revaluation Surplus	-	-	-	107	107
TOTAL COMPREHENSIVE INCOME	10,161	31,325	29,353	45,776	16,423



5. OPERATING STATEMENT

OPERATING STATEMENT For the period ending 31 May 2015

	Annual	Annual	YTD	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Revised Budget \$000	Actual \$000	Variance \$000
Revenue					
Rates Charges	81,366	81,366	81,365	80,875	(490)
Levies & Utility Charges	124,757	126,689	117,235	116,614	(621)
<i>Less: Pensioner Remissions & Rebates</i>	(2,743)	(5,842)	(5,792)	(5,741)	51
Fees & Charges	10,629	11,108	10,102	11,190	1,088
Operating Grants & Subsidies	3,983	12,248	11,232	11,830	598
Operating Contributions & Donations	260	547	503	350	(153)
Interest External	3,872	4,012	3,655	4,000	345
Other Revenue	4,021	7,479	6,888	8,247	1,359
Total Revenue	226,144	237,607	225,188	227,365	2,177
Expenses					
Employee Costs	76,094	76,925	70,531	69,208	(1,323)
Goods & Services	107,098	99,847	96,324	93,078	(3,246)
Finance Costs Other	281	623	298	382	84
Other Expenditure	315	315	283	234	(49)
Net Internal Costs	(988)	(988)	(906)	(877)	29
Total Expenses	182,799	176,722	166,530	162,025	(4,505)
Earnings Before Interest, Tax & Depreciation (EBITD)	43,345	60,885	58,658	65,340	6,682
Interest Expense	3,362	3,380	3,097	3,124	27
Depreciation	51,209	48,834	44,787	44,480	(307)
Operating Surplus/(Deficit)	(11,226)	8,671	10,774	17,736	6,962

Utility Charges Breakup For the period ending 31 May 2015

	Annual	Annual	YTD	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Revised Budget \$000	Actual \$000	Variance \$000
Utility Charges					
Refuse Charges	18,797	18,934	17,339	17,415	76
Special Charges	3,795	3,795	3,795	3,800	5
Environment Levy	5,637	5,637	5,637	5,688	51
Landfill Remediation Charge	4,102	4,102	3,760	3,802	42
Wastewater Charges	38,161	39,547	36,597	36,838	241
Water Access Charges	17,592	17,592	16,126	15,819	(307)
Water Consumption Charges	36,673	37,083	33,981	33,252	(729)
Total Utility Charges	124,757	126,689	117,235	116,614	(621)



5. OPERATING STATEMENT (cont.)

REDLAND WATER SUMMARY OPERATING STATEMENT For the period ending 31 May 2015

	Annual	Annual	YTD	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Budget \$000	Actual \$000	Variance \$000
Total Revenue	94,706	96,482	88,695	88,604	(92)
Total Expenses	49,157	48,816	44,788	45,553	765
Earnings Before Interest, Tax & Depreciation (EBITD)	45,550	47,666	43,907	43,051	(856)
Depreciation	16,987	16,585	15,200	15,142	(58)
Operating Surplus/(Deficit)	28,562	31,080	28,707	27,909	(798)

REDWASTE OPERATING STATEMENT For the period ending 31 May 2015

	Annual	Annual	YTD	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Budget \$000	Actual \$000	Variance \$000
Total Revenue	19,967	20,350	18,567	18,845	278
Total Expenses	16,200	14,871	13,729	14,018	289
Earnings Before Interest, Tax & Depreciation (EBITD)	3,767	5,479	4,838	4,827	(11)
Interest Expense External	42	42	39	37	(2)
Depreciation	556	541	496	467	(29)
Operating Surplus/(Deficit)	3,169	4,896	4,303	4,323	20



6. STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION As at 31 May 2015

	Annual	Annual	YTD
	Original Budget \$000	Revised Budget \$000	Actual Balance \$000
CURRENT ASSETS			
Cash & Investments	49,157	74,197	138,227
Accounts Receivable	34,311	39,606	26,150
Inventories	943	845	793
Prepaid Expenses	1,320	1,155	1,997
Non-Current Assets - Held for Sale	467	9,257	9,257
Total Current Assets	86,199	125,059	176,424
NON-CURRENT ASSETS			
Property, Plant & Equipment	2,021,416	2,091,466	2,071,458
Financial Assets	-	1,233	1,233
Total Non-Current Assets	2,021,416	2,092,699	2,072,691
TOTAL ASSETS	2,107,615	2,217,758	2,249,115
CURRENT LIABILITIES			
Accounts Payable	17,301	19,033	12,840
Current Employee Provisions	2,468	9,493	12,497
Current Loans	5,247	5,498	4,375
Current Landfill Rehabilitation Provisions	1,144	3,084	4,330
Other Liabilities	3,201	1,283	8,731
Total Current Liabilities	29,361	38,390	42,773
NON-CURRENT LIABILITIES			
Non-Current Loans	49,149	48,897	50,727
Non-Current Employee Provisions	10,998	2,013	3,255
Non-Current Landfill Rehabilitation Provisions	28,189	8,130	17,578
Non-Current Trade & Other Payables	693	478	478
Total Non-Current Liabilities	89,029	59,517	72,038
TOTAL LIABILITIES	118,390	97,908	114,811
NET ASSETS	1,989,225	2,119,851	2,134,304
COMMUNITY EQUITY			
Retained Earnings	1,943,302	2,054,103	2,056,491
Cash Constrained Reserves	45,923	65,747	77,813
TOTAL COMMUNITY EQUITY	1,989,225	2,119,851	2,134,304



7. CAPITAL FUNDING STATEMENT

CAPITAL FUNDING STATEMENT For the period ending 31 May 2015

	Annual	Annual	YTD	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Revised Budget \$000	Actual \$000	Variance \$000
Sources of Capital Funding					
Capital Contributions & Donations	6,188	12,756	11,714	21,221	9,507
Capital Grants & Subsidies	8,862	5,830	3,721	3,736	15
Proceeds on Disposal of Non-current Assets	4,049	1,154	1,260	1,296	36
Capital Transfers (To)/From Reserves	4,602	5,703	3,685	(7,667)	(11,352)
Non-Cash Contributions	3,146	3,226	2,192	3,709	1,517
New Loans	-	-	-	-	-
Funding from General Revenue	42,787	43,088	33,931	25,999	(7,932)
Total Sources of Capital Funding	69,633	71,756	56,503	48,294	(8,209)
Applications of Capital Funds					
Contributed Assets	3,146	3,226	2,192	3,709	1,517
Capitalised Goods & Services	56,263	58,646	46,098	36,267	(9,831)
Capitalised Employee Costs	5,636	5,295	4,007	4,437	430
Loan Redemption	4,589	4,589	4,206	3,881	(325)
Total Applications of Capital Funds	69,633	71,756	56,503	48,294	(8,209)
Other Budgeted Items					
WDV of Assets Disposed	(857)	(311)	(308)	(2,029)	(1,721)
Transfers to Constrained Operating Reserves	(13,124)	(18,065)	(11,890)	(13,082)	(1,192)
Transfer from Constrained Operating Reserves	12,180	19,296	20,828	15,616	(5,212)



8. STATEMENT OF CASH FLOWS

STATEMENT OF CASH FLOWS For the period ending 31 May 2015

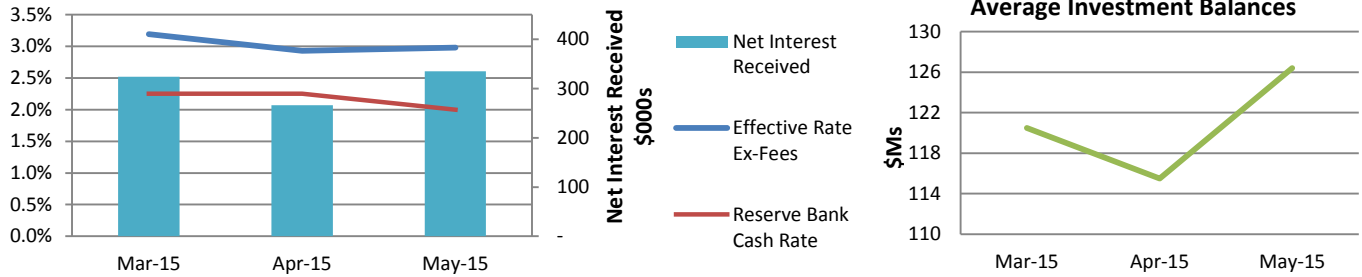
	Annual	Annual	YTD
	Original Budget \$000	Revised Budget \$000	Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Rates Charges (net)	78,623	75,523	75,133
Utility Charges	111,427	113,359	123,732
Fees & Charges	10,879	11,358	13,475
Operating Grants & Subsidies	3,983	7,472	7,533
Cash Contributions	260	547	350
Other Revenue	4,021	7,479	8,247
Receipts from Customers	209,192	215,739	228,470
Employee costs	(79,473)	(80,305)	(68,897)
Materials & services	(109,237)	(108,376)	(98,541)
Other expenses	(596)	(938)	(637)
Payments to Suppliers & Employees	(189,306)	(189,618)	(168,075)
Interest Received	3,872	4,012	4,000
Borrowing Costs	(3,362)	(3,380)	(3,718)
Net Cash Inflow / (Outflow) from Operating Activities	20,396	26,753	60,677
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments - Property, Plant & Equipment	(61,899)	(63,942)	(40,704)
Proceeds - Capital Subsidies, Grants & Contributions	15,050	18,586	24,957
Proceeds - Sale of Property, Plant & Equipment	4,049	1,154	1,296
Net Cash Inflow / (Outflow) from Investing Activities	(42,800)	(44,202)	(14,451)
Proceeds of Borrowings	-	-	-
Repayment of borrowings	(4,589)	(4,589)	(4,234)
Net Cash Inflow / (Outflow) from Financing Activities	(4,589)	(4,589)	(4,234)
Net Increase / (Decrease) in Cash Held	(26,993)	(22,037)	41,992
Cash at Beginning of Year	76,150	96,235	96,235
Cash at End of Financial Period	49,157	74,197	138,227



9. INVESTMENT & BORROWINGS REPORT

For the Period Ending 31 May 2015

INVESTMENT RETURNS



Total Investment at End of Month was \$137.82M

Current Position

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

The movement in interest earned is indicative of both the interest rate and the surplus cash balances held, the latter of which is affected by business cash flow requirements on a daily basis. The average investment balances are reflective of the rating cycle (shows higher balances in the months that rates are due being August, November, February and May).

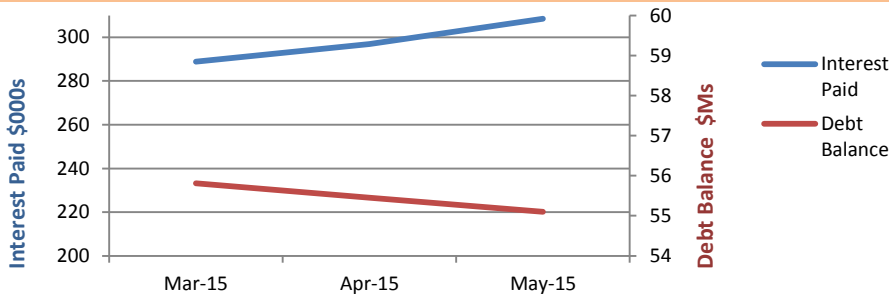
Note: the Reserve Bank reduced the cash rate down to 2% in its May sitting and has maintained this position in June.

Future Strategy

The Tax and Treasury Team's recommendation that Council diversify its investments outside of QTC to maximise returns has received approval from management. The Team has now completed procurement procedures to achieve this outcome. Council adopted its revised Investment Policy in April 2015 for the 2015-16 financial year. In the meantime the Team ensures Council maximises its interest on a *daily* basis by depositing surplus funds at QTC for a higher rate than is achieved from the bank transaction account.

Council adopted its revised Investment Policy in April 2014 for the 2014-15 financial year

BORROWING COSTS

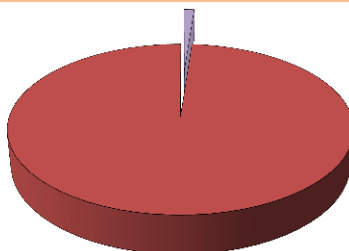


Current Position

Debt is split into 6, 9 and 12 year pools with repayment made *annually* in advance for 2014-15.

The movement in interest expense is reflective of the capitalisation of the interest each month.

Total Borrowings at End of Month was \$55.1M



- RedWaste 1.18%
- General Pool allocated to capital works 98.82%

Future Strategy

Future strategy is to review the implications of continuing to repay debt annually in advance to ensure that there is no market value realisation adjustments under the accounting standards in order to minimise interest expenses. Further analysis will also be undertaken as to the potential to better allocate the debt across Council business in order to appreciate the true cost of capital projects undertaken. Council is scheduled to adopt a revised Debt Policy in June 2015 at the Special Budget Meeting for the 2015-16 financial year.

Council adopted its revised Debt Policy in June 2014 for the 2014-15 financial year

10. CONSTRAINED CASH RESERVES

Reserves as at 31 May 2015	Opening Balance	To Reserve	From Reserve	Closing Balance
	\$000	\$000	\$000	\$000
Special Projects Reserve:				
Weinam Creek Reserve	2,782	398	(213)	2,968
Redland Work Cover Reserve *	4,965	91	(4,872)	184
Red Art Gallery Commissions & Donations Res	17	-	(15)	2
SMBI Capital Reserve *	3,894	1,158	(4,931)	121
	11,659	1,647	(10,031)	3,275
Utilities Reserve:				
RedWaste Reserve *	3,118	997	(4,114)	-
Redland Water Reserve	8,300	-	-	8,300
Redland WasteWater Reserve	1,600	-	-	1,600
	13,018	997	(4,114)	9,900
Constrained Works Reserve:				
Tree Planting Reserve **	70	26	(80)	16
Parks Reserve	2,408	2,950	(42)	5,316
SP1 Wellington Pt Rd Infra Reserve **	463	-	(463)	-
Redland Bay Sth Rd Infra Reserve **	647	-	(647)	-
East Thornlands Road Infra Reserve	674	-	-	674
Contributions to Car Parking Reserve *	340	-	(340)	-
Community Facility Infrastructure Reserve	441	435	-	876
Retail Water Renewal & Purchase Reserve	5,505	2,620	(713)	7,412
Sewerage Renewal & Purchase Reserve	7,384	4,937	(1,489)	10,832
Constrained Works Res-Cap Grants & Contribs	4,389	-	(3,359)	1,030
Transport Trunk Infrastructure Reserve	5,846	6,637	-	12,483
Cycling Trunk Infrastructure Reserve	706	1,949	-	2,655
Stormwater Infrastructure Reserve	1,938	1,378	-	3,317
Constrained Works Res-Opr Grants & Contribs	919	-	(274)	644
	31,731	20,934	(7,408)	45,256
Separate Charge Reserve - Environment:				
Environment Charge Acquisition Reserve	6,936	-	(55)	6,881
Environment Charge Maintenance Reserve	1,505	5,688	(4,615)	2,578
	8,441	5,688	(4,670)	9,459
Special Charge Reserve - Other:				
Bay Island Rural Fire Levy Reserve	-	161	(136)	25
SMBI Translink Reserve	3	947	(711)	239
	3	1,108	(847)	264
Special Charge Reserve - Canals:				
Raby Bay Canal Reserve	5,187	2,689	(1,603)	6,272
Aquatic Paradise Canal Reserve	2,163	894	(168)	2,889
Sovereign Waters Lake Reserve	480	58	(41)	498
	7,830	3,642	(1,812)	9,659
TOTALS	72,680	34,015	(28,882)	77,813

* On 10 December 2014 Council resolved to close these reserves in the 2014-15 financial year. Department support officers are currently liaising with the reserve users as to the timing of the closure.

** On 10 December 2014 Council resolved to utilise these reserves in the 2014-15 financial year. The reserves will be retained for possible future use and department support officers are currently liaising with reserve users as to the timing of utilisation.



11. OVERDUE RATES DEBTORS

Comparison May 2014 to May 2015

The May 2015 overdue percentage shows a marginal increase of 0.10% on the May 2014 position. The percentage overdue for the Southern Moreton Bay Islands continues to show improvement.

Payments

The number of payments received in May in comparison to the preceding 12 month period was 10% higher, while the value of payments showed an increase of 14%.

Month/Year	AustPost		Bpay		IVR		Direct Debit		Receipt		Internet		Total	
	Count of Transactions	Sum of Amount	Count of Transactions	Sum of Amount	Count of Transactions	Sum of Amount	Count of Transactions	Sum of Amount	Count of Transactions	Sum of Amount	Count of Transactions	Sum of Amount	Count of Transactions	Sum of Amount
May-14	4,240	-\$2,442,204	29,251	-\$16,595,399	5,533	-\$4,213,806	4,018	-\$1,144,161	4,735	-\$4,889,761	3,214	-\$2,508,342	50,991	-\$31,793,673
May-15	4,770	-\$2,959,833	32,238	-\$19,427,923	5,361	-\$4,218,301	4,430	-\$1,433,979	4,956	-\$4,930,895	4,193	-\$3,356,265	55,948	-\$36,327,196
Variance	530	-\$517,629	2,987	-\$2,832,524	-172	-\$4,495	412	-\$289,819	221	-\$41,134	979	-\$847,923	4,957	-\$4,533,523
% Variance	13%	21%	10%	17%	-3%	0%	10%	25%	5%	1%	30%	34%	10%	14%

Overall April 2015 to May 2015

The rate notices, which were issued on 10 April, fell due for payment on 11 May. This resulted in an increase on the previous month in overdue rates and charges, with the May month end showing an overdue percentage of 4.36%. SMBI continues to show a good downward trend in the percentage of arrears overdue. While the mainland continues to register an upward trend in the percentage of rates and charges overdue greater than 180 days.

Comparison May 2014 to May 2015

Total							Mainland						
Days Overdue	May-14	% Overdue	May-15	% Overdue	\$ Variance	% Variance	Days Overdue	May-14	% Overdue	May-15	% Overdue	\$ Variance	% Variance
<90	\$4,765,087	2.22%	\$5,184,195	2.27%	\$419,109	0.05%	<90	\$3,657,397	1.70%	\$4,004,387	1.75%	\$346,990	0.05%
90 - 180 days	\$1,708,470	0.80%	\$1,628,924	0.71%	-\$79,546	-0.08%	90 - 180 days	\$1,177,419	0.55%	\$1,107,432	0.48%	-\$69,987	-0.06%
>180 days	\$2,683,376	1.25%	\$3,170,070	1.39%	\$486,695	0.13%	>180 days	\$1,260,790	0.59%	\$1,690,026	0.74%	\$429,236	0.15%
Total	\$9,156,932	4.27%	\$9,983,190	4.36%	\$826,258	0.10%	Total	\$6,095,606	2.84%	\$6,801,844	2.97%	\$706,238	0.13%

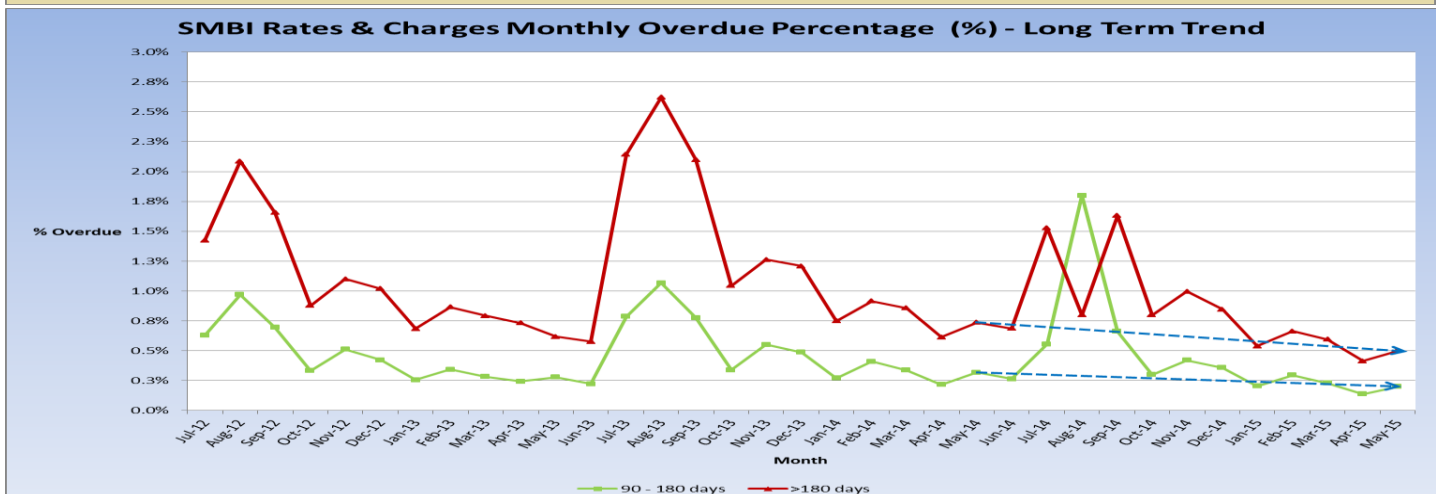
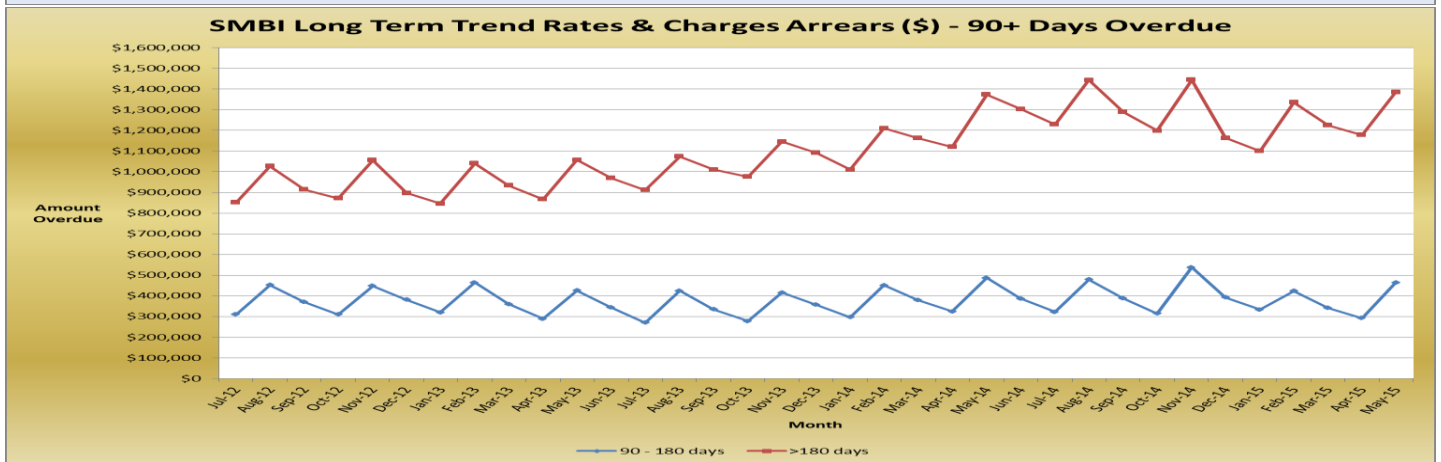
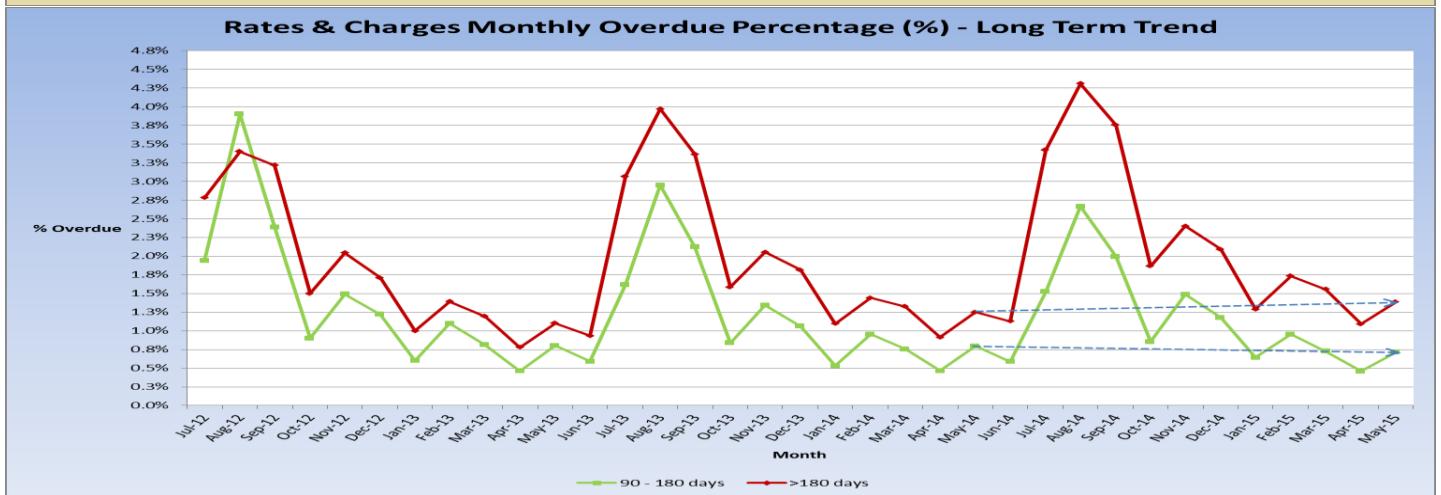
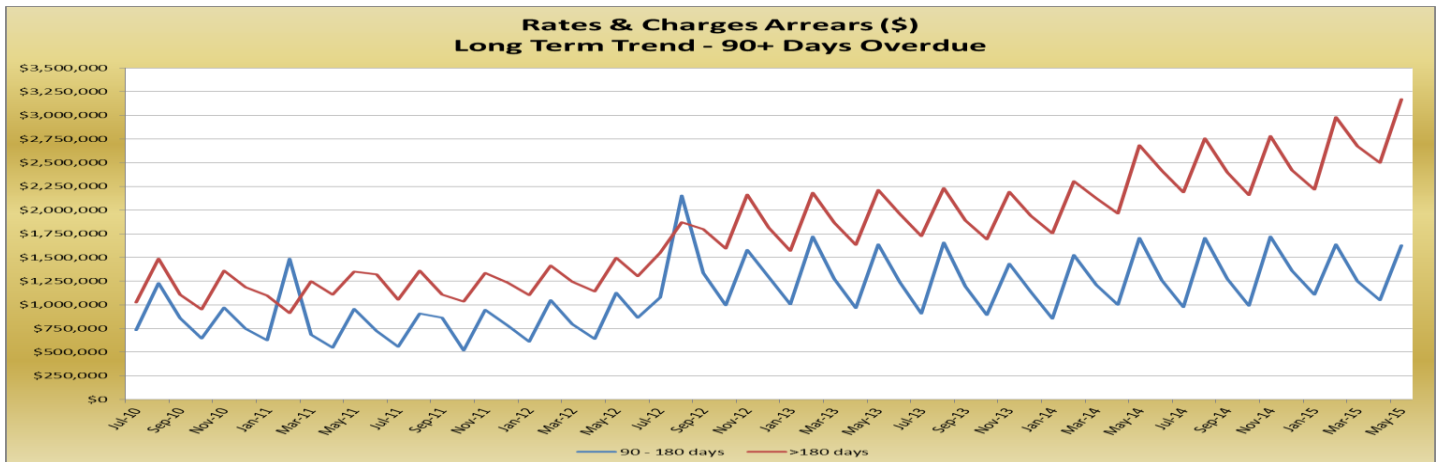
Nth Stradbroke Is / Coochiemudlo Is / Garden Is							SMBI						
Days Overdue	May-14	% Overdue	May-15	% Overdue	\$ Variance	% Variance	Days Overdue	May-14	% Overdue	May-15	% Overdue	\$ Variance	% Variance
<90	\$159,411	0.07%	\$173,628	0.08%	\$14,217	0.00%	<90	\$948,279	0.44%	\$1,006,181	0.44%	\$57,901	0.00%
90 - 180 days	\$45,042	0.02%	\$57,082	0.02%	\$12,040	0.00%	90 - 180 days	\$486,009	0.23%	\$464,411	0.20%	-\$21,599	-0.02%
>180 days	\$49,730	0.02%	\$94,263	0.04%	\$44,533	0.02%	>180 days	\$1,372,855	0.64%	\$1,385,782	0.61%	\$12,926	-0.03%
Total	\$254,183	0.12%	\$324,973	0.14%	\$70,790	0.02%	Total	\$2,807,144	1.31%	\$2,856,373	1.25%	\$49,229	-0.06%

Trend - April 2015 to May 2015

Total							Mainland						
Days Overdue	Apr-15	% Overdue	May-15	% Overdue	\$ Variance	% Variance	Days Overdue	Apr-15	% Overdue	May-15	% Overdue	\$ Variance	% Variance
<90	\$2,227,009	1.0%	\$5,184,195	2.27%	\$2,957,186	1.29%	<90	\$1,594,233	0.7%	\$4,004,387	1.75%	\$2,410,154	1.05%
90 - 180 days	\$1,050,998	0.5%	\$1,628,924	0.71%	\$577,927	0.25%	90 - 180 days	\$712,037	0.3%	\$1,107,432	0.48%	\$395,395	0.17%
>180 days	\$2,500,700	1.1%	\$3,170,070	1.39%	\$669,371	0.29%	>180 days	\$1,257,110	0.5%	\$1,690,026	0.74%	\$432,917	0.19%
Total	\$5,778,706	2.53%	\$9,983,190	4.36%	\$4,204,484	1.84%	Total	\$3,563,379	1.56%	\$6,801,844	2.97%	\$3,238,465	1.42%

Nth Stradbroke Is / Coochiemudlo Is / Garden Is							SMBI						
Days Overdue	Apr-15	% Overdue	May-15	% Overdue	\$ Variance	% Variance	Days Overdue	Apr-15	% Overdue	May-15	% Overdue	\$ Variance	% Variance
<90	\$76,983	0.0%	\$173,628	0.08%	\$96,645	0.04%	<90	\$555,793	0.2%	\$1,006,181	0.44%	\$450,387	0.20%
90 - 180 days	\$46,252	0.0%	\$57,082	0.02%	\$10,831	0.00%	90 - 180 days	\$292,709	0.1%	\$464,411	0.20%	\$171,702	0.08%
>180 days	\$66,068	0.0%	\$94,263	0.04%	\$28,195	0.01%	>180 days	\$1,177,522	0.5%	\$1,385,782	0.61%	\$208,259	0.09%
Total	\$189,303	0.08%	\$324,973	0.14%	\$135,670	0.06%	Total	\$2,026,024	0.89%	\$2,856,373	1.25%	\$830,348	0.36%





12. GLOSSARY

Definition of Ratios

Level of Dependence on General Rate Revenue: <i>This ratio measures Council's reliance on operating revenue from general rates (excludes utility revenues)</i>	$\frac{\text{General Rates - Pensioner Remissions}}{\text{Total Operating Revenue - Gain on Sale of Developed Land}}$
Current Ratio: <i>This measures the extent to which Council has liquid assets available to meet short term financial obligations</i>	$\frac{\text{Current Assets}}{\text{Current Liabilities}}$
Debt Servicing Ratio: <i>This indicates Council's ability to meet current debt instalments with recurrent revenue</i>	$\frac{\text{Interest Expense + Loan Redemption}}{\text{Total Operating Revenue - Gain on Sale of Developed Land}}$
Cash Balance - \$M:	Cash Held at Period End
Cash Capacity in Months: <i>This provides an indication as to the number of months cash held at period end would cover operating cash outflows</i>	$\frac{\text{Cash Held at Period End}}{[(\text{Cash Operating Costs} + \text{Interest Expense}) / \text{Period in Year}]}$
Debt to Asset Ratio: <i>This is total debt as a percentage of total assets, i.e. to what extent will our long term debt be covered by total assets</i>	$\frac{\text{Current and Non-current loans}}{\text{Total Assets}}$
Operating Performance: <i>This ratio provides an indication of Redland City Council's cash flow capabilities</i>	$\frac{\text{Net Cash from Operations + Interest Revenue and Expense}}{\text{Cash Operating Revenue + Interest Revenue}}$
Operating Surplus Ratio*: <i>This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes</i>	$\frac{\text{Net Operating Surplus}}{\text{Total Operating Revenue}}$
Net Financial Liabilities*: <i>This is an indicator of the extent to which the net financial liabilities of Council can be serviced by operating revenues</i>	$\frac{\text{Total Liabilities - Current Assets}}{\text{Total Operating Revenue}}$
Interest Cover Ratio: <i>This ratio demonstrates the extent which operating revenues are being used to meet the financing charges</i>	$\frac{\text{Net Interest Expense on Debt Service}}{\text{Total Operating Revenue}}$
Asset Sustainability Ratio*: <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>	$\frac{\text{Capital Expenditure on Replacement of Assets (Renewals)}}{\text{Depreciation Expenditure}}$
Asset Consumption Ratio: <i>The average proportion of 'as new' value remaining in the infrastructure assets. This ratio seeks to highlight the aged condition of our physical assets</i>	$\frac{\text{WDV of Infrastructure Assets}}{\text{Gross Current Replacement Cost of Infrastructure Assets}}$

* These targets are set to be achieved on average over the longer term and therefore are not necessarily expected to be met on a monthly basis.

11.1.3 DISCOUNTS – FEES & CHARGES

Objective Reference: A198448
Reports and Attachments (Archives)

Attachment: [POL-2659 Community Benefit Policy for Fees and Charges Discount](#)
[GL-2659-001 Community Benefit Guideline for Fees and Charges Discounts](#)

Authorising/Responsible Officer:



Linnet Batz
Chief Financial Officer

Report Author: Helen Griffith
Management Accountant Commercial Business

PURPOSE

This report accompanies the proposed Fees and Charges Discount Policy and Guideline for 2015-2016 to commence on 1 July 2015.

BACKGROUND

A new Policy and Guideline was necessary to provide a framework for community groups to utilise Council facilities and services at a discount whilst having regard to their limited financial capacity and the broader community benefits delivered.

ISSUES

This Policy and Guideline will provide the community with a clear statement of intent in relation to Fees and Charges Discounts for products and services provided by Council for the upcoming financial year.

They will ensure that there are clear guidelines for the application of discounts to assist community groups, and to offer Council officers guidance on applying a standard approach to the application of discounts.

STRATEGIC IMPLICATIONS

Legislative Requirements

Under section 97(1) of the *Local Government Act 2009* a Local Government may, under local law or a resolution, fix a cost-recovery fee.

Risk Management

Council benchmarks with other local governments and similar service providers on a periodic basis.

Financial

The Community Benefit Guideline for Fees and Charges Discounts for 2015-2016 provides basis for the development of discounted fees for products and services charged under the Fees and Charges schedule for the coming financial year. The Financial impact of these discounts is unknown due to the extensive range of current fees and charges although it is expected to be minimal.

People

Nil impact expected as the purpose of the attached report is to provide direction for the discounting of fees and charges for the 2015-2016 financial year.

Environmental

Nil impact expected as the purpose of the attached report is to provide direction for the discounting of fees and charges for the 2015-2016 financial year.

Social

Nil impact expected as the purpose of the attached report is to provide direction for the discounting of fees and charges for the 2015-2016 financial year.

Alignment with Council's Policy and Plans

This report has a relationship with the following items of the 2015-2020 Corporate Plan:

8. Inclusive and Ethical Governance: Deep engagement, quality leadership at all levels, transparent and accountable democratic processes and a spirit of partnership between the community and Council will enrich residents' participation in local decision-making to achieve the community's Redlands 2030 vision and goals.

8.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans that guide project planning and service delivery across the city.

CONSULTATION

As part of the development of this Policy and Guideline, relevant officers who developed the fees and charges were consulted, with a peer review by the Executive Leadership Team. A workshop was held with Councillors on 10 June 2015.

OPTIONS

1. Council resolves to adopt the attached Policy and Guideline.
2. Council requests amendments or additional information on the attached Policy and Guideline prior to adoption.

OFFICER'S RECOMMENDATION

That Council resolves to adopt the Community Benefit Policy for Fees and Charges Discounts and the Community Benefit Guideline for Fees and Charges Discounts for 2015-2016.

COUNCIL RESOLUTION

Moved by: Cr M Edwards

Seconded by: Cr P Gleeson

That Council resolves to:

1. Adopt the Community Benefit Policy for Fees and Charges Discounts and the Community Benefit Guideline for Fees and Charges Discounts for 2015-2016;
2. Communicate the policy to the community including the flexibility available to minimise the impact on existing users where appropriate; and

AMENDMENT MOTION

Moved by: Cr A Beard

Seconded by: Cr M Edwards

That point 3. below be added to the motion:

3. That a report analysing impacts on existing users will be submitted to Council as soon as practical.

CARRIED 10/1

Cr Bishop voted against the motion.

The motion with the amendment became the motion and was put as follows:

Moved by: Cr A Beard

Seconded by: Cr M Edwards

That Council resolves to:

1. Adopt the Community Benefit Policy for Fees and Charges Discounts and the Community Benefit Guideline for Fees and Charges Discounts for 2015-2016;
2. Communicate the policy to the community including the flexibility available to minimise the impact on existing users where appropriate; and
3. That a report analysing impacts on existing users will be submitted to Council as soon as practical.

CARRIED 11/0

Community Benefit Policy for Fees and Charges Discounts

[Version Information](#) (hyperlink to Version Information and bookmark for link back to top)

Head of Power

Under section 97(1) of the *Local Government Act 2009* a Local Government may, under local law or a resolution, fix a cost-recovery fee.

Policy Objective

The purpose of the policy is to provide a framework for community groups to utilise Council facilities and services at a discount having regard to their limited financial capacity and the broader community benefits delivered. This Policy is to commence 1 July 2015.

Note: As opposed to Discounts, Community Service Obligations (CSO's) are the obligations the local government imposes on a Prescribed and Significant Business within Council that it is not in the Commercial interest of the business entity to do. Refer POL-2658

Policy Statement

Council is committed to:

1. Providing appropriate discounts to assist community groups.
2. Providing a standard approach to the application of provided discounts.
3. Ensuring that there are clear guidelines and procedures for the application of discounts to assist the community groups and Council officers.

Version Information (bookmark)

Version number	Date	Key Changes
1	June 2015	Document Creation – to commence 1 July 2015

[Back to Top](#) (Hyperlink back to top of document)

Community Benefit Guideline for Fees and Charges Discounts

[Version Information](#) (hyperlink to Version Information and bookmark for link back to top)

Scope

This guideline applies to Redland City Council officers who are involved in applying (in association with this guideline) discounts on Fees and Charges for Community Benefit and commences from 1 July 2015.

Note:

Council do not offer an automatic discount to eligible groups on all items contained within the Fees and Charges Schedule. Council will not provide discounts to eligible groups if previous uses have not been paid for.

Purpose

The purpose of this guideline is to provide parameters around:

1. The type of organisation - definitions
2. What discount applies to an organisation
3. Actions and Responsibilities
4. Areas not covered under this policy

1. Definitions

- **Ancillary Items** – such as staffing requirements, cleaning, equipment hire, waste services, security etc.
- **Animal Registrations (other than Regulated Dogs)** for pensioners receiving the full pension benefit and holders of current financial membership of the following associations:
 - Dogs Queensland
 - Greyhound Racing Board
 - Feline Control Council of Queensland
 - Queensland Independent Cat Council
 - Queensland Feline Association
 - Australian National Cats Incorporated
 - Council of Federated Cat Clubs
 - Australian National Cats Inc.
- **Animal Rehoming** – Refer to 'Animal Adoption Pricing Procedure WI-ERG-AMT-103.
- **Bulk Users** – Any user generally using 10 or more hours per week and who would pay the full standard rate. If already receiving a discount then no further discount will apply.

- **CEO request for review in Exceptional Circumstances** – refer to the key in word, Corp Governance Templates, 'GOV-CSCEO005 Request for Review by General Manager'.
- **City Planning and Assessment Applications** – refer to the 'Schedule Supporting Information' prior to City Planning and Assessment in the Fees and Charges Schedule and also their Policy identified in Associated Documents below. All Fees and Charges for City Planning and Assessment outside of Applications will be covered under this guideline (GL-2659-001).
- **Commercial Organisation (PROFIT)** – any hirer that is intending to solely generate a commercial profit from the activity.
Examples include:
 - Individual using catering kitchen for the purpose of producing goods for resale
 - Occasions where the primary purpose is for commercial gain
- **Commercial Organisation with Community Benefit** – A hirer that is intending to charge for an activity but where there is a Community Benefit such as supporting local business, creative entrepreneurs and assisting economic development in and around the Cleveland CBD.
Examples include:
 - Interest groups or club which is unincorporated and does not generate a profit eg: Chess Club, Community meetings, Knitting Groups
 - Dance Classes
 - Unincorporated Associations (Sole proprietor or Partnership Companies)
- **Full Standard Rate** – the rate that is published in the Schedule of Fees and Charges.
- **Grant Recipients** – Receiving of a grant from Redland City Council precludes the recipient from receiving a discount on any Fees and Charges.
- **Non-Profit (or Not for Profit)** – As defined by the Australian Tax Office (ATO) this is an organisation that is not operating for the profit or gain of its individual members, whether these gains would have been direct or indirect. Non-Profit must provide evidence of constitution or certificate of incorporation.
Examples include:
 - Groups which do not generate a profit from the intended hire and provide a community benefit from the activity
 - Incorporated Associations
 - Interest Groups
 - Community child care centres
 - Cultural societies
 - Neighbourhood associations
 - Scouts and Brownies
 - Sports clubs (only those with < 30 poker machines as per the Leasing Policy)
 - Traditional service clubs (only those with < 30 poker machines as per the Leasing Policy)
- **Pensioner Discounts** – Animal Registrations only.

- **Private Hire** - Private use by a community member which does not generate a profit and is not open to the general public (ie: Weddings, Birthday parties, Business meetings, workshops and interviews, Family events, Cultural shows)
- **Registered Charity** – Must be registered with Australian Charities and Not for Profit Commission (ACNC) and have an Australian Business Number (ABN) and be endorsed by the Australian Tax Office (ATO) to access charity tax concessions.
- **Schools** – includes Church Schools, Private Schools and Public Schools.

2. Discounts to apply

Types (refer to Definitions above)	Discount to apply	RPAC Discount to apply
Commercial Organisation (PROFIT)	Full Standard Rate	Full Standard Rate
Private Hire	Full Standard Rate	Full Standard Rate
Ancillary Items – staffing/cleaning/equipment hire/waste services/security	Full Standard Rate	Full Standard Rate
Bulk Users paying Full Standard Rate	25% off Full Standard Rate	60% off Full Standard Rate for concert hall and associated spaces. 80% off Gallery Foyer and auditorium.
Commercial Organisation with Community Benefit	25% off Full Standard Rate	25% off Full Standard Rate
Animal Registrations (other than Regulated Dogs) Pensioner & canine & feline club members (see list)	50% off Full Standard Rate	N/A
Non-Profit (Not for Profit)	50% off Full Standard Rate	40% off Full Standard Rate for concert hall and associated spaces. 60% off Gallery foyer and auditorium.
Registered Charity	50% off Full Standard Rate	80% off Full Standard Rate
Schools	50% off Full Standard Rate	40% off Full Standard Rate for concert hall and associated spaces. 60% off Gallery foyer and auditorium.

3. Actions and Responsibilities

1. It is the responsibility of the owner of each section of the Fees and Charges schedule to verify the status and apply the correct level of discount applicable to each community group, or to an individual in some circumstances such as Animals, applying for a discount.
2. Working Sheets of fees and their discounts - The owner of each section of the Fees and Charges schedule will create a working sheet providing the discounted fees against their usual clients. This should also be provided to other areas, such as the Integrated Customer

CMR Team use only

Department:
Group:
Approved:

Effective date:
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Review date:
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Service Centre (ICCC), if they would normally provide information about these fees to the public as well as a copy to Finance.

3. Any discounts outside this guideline will require application of the Head of Power on Fee Waivers, a report to Council, under exceptional circumstances authorisation by the CEO, or where a current delegation exists for an employee to waive or discount a fee.
4. As this is a new policy existing contractual arrangements are able to be honoured ensuring recording in the Finance system as per item 5. below.
5. Finance One reporting of total discounts and fee waivers must be completed with the following process followed:

An invoice will need to be raised for ALL fees whether they were being waived or not. Within each invoice there would need to be at least two lines:

- First line shows FULL fee applicable on its usual account string
- Next line would place the discount (as a credit against the fee) on the account string but using one of the following natural accounts.
- The total of the invoice would then only show what the customer needs to pay.

Natural Accounts for Discounts

- 621053 F&C Other
 - 621054 F&C Disc25
 - 621055 F&C Disc50
6. The owner of each section of the Fees and Charges schedule will still need to keep a register of who has been provided with a discount until such time as we can verify if the Finance System can capture and provide all information required.
 7. This guideline will be reviewed each year along with the Fees and Charges schedule for the following year.
- 4. Areas not covered under this policy due to being of a different purpose and with other Policies governing the area**

Animal Rehoming – refer WI-ERG-AMT-103
City Planning and Assessment Applications POL-3094
Rates, Separate Charges, Special Charges and Utility Charges
Leasing of Council Property

Reference Documents

This Guideline has been developed to support the application of POL-2659 Applying Discounts to Fees and Charges in support of Section 97(1) of the *Local Government Act 2009*.

CMR Team use only

Department:
Group:
Approved:

Effective date:
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Review date:
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Associated Documents

- *Local Government Act 2009*
- POL-3094 Fee Waivers and Discounts Relating to City Planning and Assessment Applications
- POL- Animal Adoption Pricing Guideline
- Redland City Council adopted Fees and Charges

Document Control

- Only the Chief Financial Officer can approve amendments to this guideline. Please forward any requests to change the content of this document to the Office of the Chief Financial Officer.
- Approved amended documents must be submitted to the Corporate Meetings and Registers Team, Corporate Governance to place the document on the Policy, Guidelines and the Procedures Register.

Version Information *(bookmark)*


Version No.	Date	Key Changes
1	June 2015	New Guideline to commence 1 July 2015

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11.2 PORTFOLIO 2 (MAYOR KAREN WILLIAMS)**ORGANISATIONAL SERVICES (EXCLUDING INTERNAL AUDIT AND EMERGENCY MANAGEMENT)****11.2.1 REVIEW OF MEETING STANDING ORDERS**

Objective Reference: A188978
Reports and Attachments (Archives)

Attachment: [Standing Orders](#)

Authorising/Responsible Officer: 
Nick Clarke
General Manager Organisational Services

Report Author: Nick Clarke
General Manager Organisational Services

PURPOSE

The purpose of this report is to seek a resolution to amend the Standing Orders that govern the way in which Council meetings are conducted.

BACKGROUND

Council's Standing Orders regulate the way in which Council's general, special and committee meetings operate. They contain meeting procedures, including some procedures relating to the preparation of the agendas as well as stating certain requirements for conduct at meetings.

The Standing Orders were last reviewed by Council in May 2013. The next review is due no later than May 2016. Councillors and employees have raised several issues relating to the operation of the current Standing Orders which have suggested that a review take place prior to the three-year review period's conclusion.

Councillors and several employees were invited to provide their input to the review in November 2014. Following discussion with those consulted, several changes are proposed. These are summarised below and are reflected in the attachment to this report.

ISSUES

There has been some confusion regarding meeting procedures that has at least in part been caused by the complexity of the Standing Orders. Whilst this review has attempted to introduce some simplification to the document, it is also acknowledged that the nature of meetings of a government requires sufficient detail in its documented procedures to allow the chairperson to effectively manage the conduct of the meeting in a consistent manner.

A Council meeting is the forum where councillors make informed decisions on behalf of the whole community. The governance around the conduct of the meetings is essential to support this important responsibility that each councillor holds.

In addition to simplifying the document, duplication has been removed where found. To separate the requirements placed upon Council by state legislation from the locally adopted procedures, the state's requirements have been placed in an appendix to the Draft Standing Orders.

As and when the state's rules change (in either the *Local Government Act 2009* or the *Local Government Regulation 2012*), the responsible general manager will arrange for that part of the document to be amended and councillors informed, without the need for a Council resolution. Any change to local procedures, remains a decision for Council by resolution.

If there is ever a conflict between a state legislative requirement and a local procedure in Standing Orders, the state's requirement over-rides the local procedure.

The review process raised several issues that have resulted in the document being redrafted. In summary, those issues (other than those solely requiring simplification of the text) are:

1. The process and timing of the agenda content and approval, aligning notices of motion with officer reports;
2. Removal of a redundant clause relating to removal of an item from the agenda;
3. Addition of flexibility regarding the fine-tuning of an amended motion;
4. Allowing the mover of an amended motion the same right of reply as a mover of an original motion;
5. Formalising the recording in the minutes the names of all councillors who voted in the affirmative and in the negative;
6. Simplification of procedural motions to adjourn debate on a motion;
7. Placing a caveat on the 'put' motion (procedural motion) to require some debate prior to its use;
8. Adding a requirement for councillors to distribute any document to be tabled at a meeting;
9. Simplification about the suspension of rules and excluding behavioural rules from being suspended;
10. Addition of a requirement for mayoral minutes to be distributed to all councillors where practical prior to a meeting;
11. Clarification of chairperson's authority to adjourn a meeting due to disorder;
12. Requirement for a councillor leaving a meeting with the intention of not returning, to advise the chairperson of the reason;
13. Extension of reasons to consider for a person wishing to address Council;
14. Public behaviour at meetings (no longer covered in a local law) – includes the chairperson's authority to warn and/or require a person to leave the meeting;
15. Addition of the process for dealing with business of an urgent nature; and
16. The current procedures in the Audio Recordings of Council Meetings Guideline (GL-0248-005), which will be revoked upon approval of the Standing Orders. Standing Orders will now include information about Council's audio and video recording of meetings and the availability of those recordings to the public.

STRATEGIC IMPLICATIONS

Legislative Requirements

The proposed changes are consistent with the requirements of the *Local Government Act, 2009* (the Act) and the *Local Government Regulation 2012*. Failure to comply with Standing Orders by a councillor may constitute inappropriate conduct as defined in the Act.

Risk Management

The proposed amendments are aimed at effectively managing risks associated with meetings of the local government.

Financial

If the recommendation is accepted to commence video recording of meetings and publish the recordings on Council's website, there will be a small initial capital outlay for the purchase of equipment. If an external service provider is chosen to manage this service, there will also be a small monthly outlay of operational expenditure.

People

The proposal is designed to facilitate improved outcomes for councillors and employees.

Environmental

There are no environmental implications.

Social

The proposed changes include requirements regarding the conduct of those present at meetings to preserve good order at all times.

Alignment with Council's Policy and Plans

This aligns with Council's outcome: Inclusive and Ethical Governance (Corporate Plan 2015-2020).

- 8 Inclusive and ethical governance: "Deep engagement, quality leadership at all levels, transparent and accountable democratic processes....."
- 8.4 A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change that enhances internal and external outcomes.
- 8.5 Council uses meaningful tools to engage with the community on diverse issues so that the community is well informed and can contribute to decision making.

CONSULTATION

Consultation occurred with councillors, members of the Executive Leadership Team, and Corporate Governance.

OPTIONS

1. That Council approves the Draft Standing Orders as recommended.
2. That Council approves the Draft Standing Orders with changes.
3. That Council defers the debate to seek further information prior to reconsidering this report.

OFFICER'S RECOMMENDATION

That Council resolves to:

1. Adopt the amended Meetings Standing Orders (POL-3127) as attached to this report, with implementation to commence immediately upon the conclusion of this meeting; and
2. Note that the General Manager Organisational Services will immediately revoke the Audio Recordings of Council Meetings Guideline (GL-0248-005).

COUNCIL RESOLUTION

Moved by: Cr A Beard
Seconded by: Cr P Gleeson

That Council resolves to:

1. **Adopt the amended Meetings Standing Orders (POL-3127) as attached to this report, with implementation to commence immediately upon the conclusion of this meeting;**
2. **Note that the General Manager Organisational Services will immediately revoke the Audio Recordings of Council Meetings Guideline (GL-0248-005); and**
3. **Note the report as amended (financial section).**

AMENDMENT MOTION

Moved by: Cr P Bishop
Seconded by: Cr C Ogilvie

That Council resolves to:

1. Adopt the amended Meetings Standing Orders (POL-3127) as attached to this report, with implementation to commence immediately upon the conclusion of this meeting (the amendments are to remove the word 'two' in the second sentence of Clause 15.1 and replace it with the word 'four'; and remove Clause 32.1(a).);
2. Note that the General Manager Organisational Services will immediately revoke the Audio Recordings of Council Meetings Guideline (GL-0248-005); and
3. Note the report as amended (financial section).

LOST 5/6

Crs Williams, Gleeson, Beard, Talty, Edwards and Hardman voted against the motion.

The motion with the amendment was LOST, therefore the original motion remained and was put as follows:

Moved by: Cr A Beard
Seconded by: Cr P Gleeson

That Council resolves to:

- 1. Adopt the amended Meetings Standing Orders (POL-3127) as attached to this report, with implementation to commence immediately upon the conclusion of this meeting;**
- 2. Note that the General Manager Organisational Services will immediately revoke the Audio Recordings of Council Meetings Guideline (GL-0248-005); and**
- 3. Note the report as amended (financial section).**

CARRIED 9/2

Crs Bishop and Ogilvie voted against the motion.

Council Meeting Standing Orders

Version Information

Head of Power

This policy supports Council's responsibilities for the conduct of meetings under the *Local Government Act 2009* and *Local Government Regulation 2012*.

Policy Objectives

To support the statutory meeting provisions of the *Local Government Act 2009* and *Local Government Regulation 2012* and provide a framework to ensure that all meetings of Council and its Committees are conducted in an efficient, effective, fair and transparent manner to facilitate appropriate contributions from elected members, staff and the community in a way that supports the highest standards of democratic governance.

Policy Statement

Council is committed to:

1. Conducting its meetings in accordance with the principles of the *Local Government Act 2009* to ensure an accountable, effective, efficient and sustainable system of local government;
2. Councillors performing their responsibilities as required under the *Local Government Act 2009*;
3. Providing meeting processes that support effective contributions from elected members, staff and residents in the best interest of the community;
4. Conducting its meetings in accordance with Council's Meetings Standing Orders (attached).

Version Information

Version No.	Date	Key Changes
1	May 2013	New Policy
2	June 2015	Review of policy to remove duplication, unnecessary provisions and all statutory references that are already covered in the <i>Local Government Act 2009</i> and the <i>Local Government Regulation 2012</i> . Changes to: Agenda approval and timings; removal of items from the agenda; amendment of motions; right of reply for mover of amended motion; recording of votes; simplification of procedural motions to adjourn debate; put motions; motion that a report be tabled; motion to suspend rules; mayoral minutes; disorder; attendance of councillors at meetings; public participation; public behaviour; urgent business; and the recording of meetings.

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Department: Organisational Services
Group: Corporate Governance
Approved: General Meeting
Date of Approval: 17 June 2015

Effective date: 17 June 2015
Version: 2
Review date: 30/06/2018
Page: 1 of 22

REDLAND CITY COUNCIL

Meetings - Standing Orders

Part 1 Background

1. This document should be read in conjunction with Appendix A (Legislative Provisions Relating to Council Meetings and Committees) which deals with the precise legislative requirements related to local government meeting processes. These Standing Orders provide a framework to ensure that all meetings of Council and its Committees are conducted in an efficient, effective, fair and transparent manner to facilitate appropriate contributions from elected members, staff and the community in a way that supports the highest standards of democratic governance.

Part 2 Meetings of Council

2. Procedure for Special Meetings

1. The Chief Executive Officer will call a Special Meeting of the Local Government if:
 - a) the special meeting is required due to a resolution of the local government; or
 - b) a written request for a special meeting, proposing a day and time for the holding of the meeting, is received from either the Mayor or three or more Councillors; and
 - c) the written request specifies the business to be conducted at the meeting and includes a brief explanation of why this business cannot wait until the next available General Meeting
2. To remove any doubt, it is confirmed that "written request" includes requests received electronically

3. Agenda for General and Special Meetings

1. The agenda for a meeting must include:
 - a) items required under these standing orders to be included on the agenda; and
 - b) items that are by resolution of the local government to be included on the agenda; and
 - c) any other items approved by the CEO to be included on the agenda.
2. The CEO may approve for inclusion on the agenda:
 - a) any reports from Council employees that are approved by a member of the Executive Leadership Team;
 - b) notices of motion from councillors; and
 - c) Any other matter the CEO so decides at his/her discretion.

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3. The CEO may exercise discretion not to approve any report or notice of motion which if adopted would be unlawful; would be outside the scope of a local government to implement; or which would unilaterally change an agreement or understanding between Council and another party.
4. Reports and notices of motion to be included on the agenda for general meetings must be submitted to the CEO no later than eight (8) business days prior to the meeting date. (Example – submitted to CEO by close of business on Thursday 9 April for a meeting on Wednesday 22 April.) (Note – the exception under section 262 of the *LG Regulation* – see Appendix). Reports for special meetings are to be submitted to the CEO as soon as possible prior to the meeting, acknowledging that special meetings are often called at short notice.
5. Agendas for general meetings (and special meetings where possible) are to be provided to all councillors no later than one week prior to the meeting and will be published as soon as possible thereafter.
6. Council may by resolution accept a late report onto the agenda at the commencement of the meeting. This will generally occur when there is some urgency to deal with the matter rather than holding it until the next general meeting. Any such report must be distributed to all councillors as soon as possible prior to the meeting.
7. Once the meeting agenda has been distributed to councillors and published, it will not be changed unless by resolution at the meeting to which it relates.

Part 3 Standing Orders

Division 1 Application of Standing Orders

4. Scope and Suspension of Standing Orders

1. The standing orders provide rules for the conduct of—
 - a) meetings of the local government (other than a post-election meeting); and
 - b) where applicable, committee meetings of the local government.
2. The standing orders shall apply to a post-election meeting of the local government as far as practicable.
3. Any provision of the standing orders may be suspended, for a specified time or purpose, by resolution of a meeting of the local government.
4. Where a matter arises at a meeting of the local government which is not provided for in the standing orders, the matter may be determined by the Chairperson subject to any contrary resolution of the local government.

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Division 2 Procedural Matters

5. Order of Business

1. The local government must proceed with its business at a meeting in the order indicated on the agenda for the meeting, unless amended by resolution.
2. A motion to alter the order of business may be moved without notice.
3. The minutes of the previous meeting (***previous minutes***) not previously confirmed may be taken into consideration as one of the first items of business of an ordinary meeting, in order that the previous minutes may be confirmed and no discussion shall be permitted with respect to the previous minutes except with respect of the accuracy of the previous minutes as a record of the proceedings.
4. Admission of deputations, invitees and visitors shall be at the discretion of either of—
 - a) the chairperson; or
 - b) the local government by resolution.
5. The time for receipt of petitions shall be at the discretion of the local government.

6. Petitions

1. Any petition presented to a meeting of the local government must be in legible writing or typewritten and contain a minimum of 10 signatures.
2. A petition may be presented to a meeting by a Councillor who, before presenting the petition, must, as far as practicable, become acquainted with the subject matter.
3. On presenting a petition to a meeting, a Councillor must—
 - a) state the nature of the petition; and
 - b) read the petition.
4. Where a Councillor presents a petition to a meeting, no debate on or in relation to the petition shall be allowed, and the only motion which may be moved is that—
 - a) the petition be received for consideration and stand as an order of the day for—
 - i. the meeting; or
 - ii. a future meeting; or
 - b) the petition be received and referred to a committee or the Chief Executive Officer for consideration and a report to the local government; or
 - c) the petition is of an operational nature and be received and referred to the Chief Executive Officer for consideration; or
 - d) the petition not be received.

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Division 3 Motions

7. Bringing of Motions

1. A motion brought before a meeting in accordance with the Act or the standing orders may be received and put to the meeting by the Chairperson.
2. The Chairperson may require a motion or an amendment to a motion to be stated in full or recorded in writing before permitting it to be received.
3. The Chairperson may call the notices of motion in the order in which they appear on the meeting agenda, and where no objection is taken to a motion being taken as a formal motion, the Chairperson may put the motion to the vote without discussion.
4. When a motion has been moved and seconded, it becomes subject to the control of the local government and must not be withdrawn without the consent of both the mover and the seconder.

8. Absence of Mover of Motion

1. Where a Councillor who has given notice of a motion is absent from the meeting at which the motion is to be considered, the motion may be moved by another Councillor at the meeting, or deferred to the next meeting.

9. Motion to be Seconded

1. A motion or an amendment to a motion must not be debated at a meeting of the local government until the motion or the amendment is seconded, with the exception of a procedural motion.
2. A motion or an amendment to a motion (other than a procedural motion) that is not seconded, lapses for want of a seconder.
3. Notwithstanding subsection (1), a Councillor who moves a motion or an amendment to a motion may, with the permission of the Chairperson, speak in support of the motion or amendment before it is seconded.

10. Amendment of a Motion

1. An amendment to a motion must—
 - a) be in terms which retain the general intent of the original motion; and
 - b) not negate the motion.
2. Not more than 1 motion or 1 proposed amendment to a motion may be put before a meeting at any one time.
3. Where an amendment to a motion is before a meeting, no other amendment to the motion can be considered until after the first amendment has been put. The amended motion, with the proposer's approval, may have some minor changes to words to ensure that its intent is better understood without changing the meaning of the amended motion.

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4. Where a motion (the *original motion*) is amended by another motion (the *other motion*), the original motion must not be put as a subsequent motion to amend the other motion.
5. A Councillor who proposes or seconds a motion must not propose or second an amendment to the motion.

11. Speaking to Motions and Amendments

1. Subject to section 10(2), the mover of an amendment to a motion must read the amendment and state that the amendment is so moved, and—
 - a) may only speak in support of the amendment before it is seconded with the permission of the Chairperson; and
 - b) may speak in support of the amendment after it is seconded.
2. A Councillor may request further information from the Chairperson before or after the motion or the amendment to the motion is seconded.
3. Following the seconding of a motion or an amendment of a motion, the first speaker must be in favour of the motion or the amendment and each subsequent speaker alternatively against and in favour of the motion or amendment, unless the Chairperson in his or her discretion rules otherwise.
4. The mover of a motion or an amended motion has the right of reply.
5. Each Councillor must speak not more than once to the same motion or the same amendment except as a right of reply unless the Chairperson in his or her discretion rules otherwise.
6. Each speaker is restricted to not more than 5 minutes unless the Chairperson in his or her discretion rules otherwise.
7. Where 2 or more Councillors attempt to speak at the same time, the Chairperson is to determine who is entitled to priority.

12. Method of Taking a Vote

1. Before any matter is put to the vote, the Chairperson may direct that the motion or amendment be read again by the proposer.
2. The Chairperson must, in taking the vote on a motion or an amendment, put the question, first in the affirmative and then in the negative and may do so as often as necessary to form and declare an opinion as to whether the affirmative or the negative has the majority vote.
3. The local government must vote by a show of hands or as otherwise directed by the Chairperson.
4. The Chief Executive Officer records the number and names of Councillors voting in the affirmative and in the negative.
5. The Chairperson must declare the result of a vote or a division as soon as it has been determined.

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13. Repealing or Amending Resolutions

1. A resolution of the local government must not be repealed or amended unless notice of motion is given in accordance with the requirements of Section 262 of the Local Government Regulation (refer Appendix A).
2. Where a motion (a *relevant motion*) to repeal or amend a resolution is defeated, a motion to the same, or like effect, must not be moved until at least 3 months after the date on which the relevant motion was defeated.
3. To remove any doubt, where a motion (a *relevant motion*) to repeal or amend a resolution is defeated, a motion that would have the effect of repealing particular aspects or parts of the previous resolution must not be moved until at least 3 months after the date on which the relevant motion was defeated.
4. Where a resolution (a *later resolution*) of the local government relates to a matter the subject of a previous resolution (a *previous resolution*) passed more than 3 months previous, the previous resolution is amended or repealed to the extent that it is inconsistent with the later resolution.

14. Procedural Motions

1. At a meeting, a Councillor may, during the debate of a matter at the meeting and without the need for a seconder, move a motion (each a **procedural motion**)—
 - a) that the question/motion be now put to the vote; or
 - b) that the question/motion lie on the table; or
 - c) seeking a point of order; or
 - d) seeking a motion of dissent against a decision of the chairperson, or
 - e) that a report or document be tabled; or
 - f) to suspend one or more rules ...; or
 - g) that the meeting stand adjourned.

15. Motion that the motion be put to the vote

1. This procedural motion, a 'put motion', may only be used in the times between speakers debating the issue. It cannot be used until at least two councillors have spoken on the matter in the debate. Once received, the chairperson will immediately put the motion. If the 'put motion' is carried, the chairperson will immediately put the original motion (or amended motion) to a vote with no further debate or discussion. If the 'put motion' is lost, the debate will continue and no further 'put motion' is permitted during the debate of that matter.

16. Motion that the motion lie on the table

1. This motion can be used to postpone debate on the matter, either until later in the same meeting, or to another meeting. The motion may specify the time and/or date to which

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the matter is postponed, but need not do so. This motion can be used to allow councillors more time to consider the matter and may be used when a councillor has successfully tabled a report or document at the meeting without notice (see 19 below).

17. Points of order

1. A councillor can ask the chairperson to decide a point of order at any time during the meeting if the councillor believes that:
 - a) Another councillor has failed to comply with these standing orders;
 - b) Another councillor's conduct at the meeting may constitute inappropriate conduct, misconduct or corrupt conduct;
 - c) A matter before the meeting is in contravention of these standing orders or the Act, or is beyond the Council's jurisdiction, or is of an objectionable nature.
2. A point of order is not to be used as a means of contradicting a statement made by a councillor speaking about a matter.
3. When a point of order is raised, the chairperson must deal with that matter before returning to the matter under debate. The councillor raising the point of order may speak to it prior to the chairperson making a ruling. The chairperson may invite another councillor to respond at his/her sole discretion.

18. Motion of dissent

1. A councillor may move a motion of dissent in relation to a ruling of the chairperson on a point of order, or any other matter, except a decision made by the chairperson in relation to inappropriate conduct under section 181 *Local Government Act 2009*. The mover of the motion may speak to it and the chairperson may respond prior to taking a vote. If the vote overturns the chairperson's decision, the meeting will proceed as if the chairperson's decision had not been made.

19. Motion that a report be tabled

1. A councillor may only use this to seek to table a report or document that is relevant to the matter being debated and only if the report or document came into his/her possession so recently as to make its distribution to all other councillors impractical.

20. Motion to suspend one or more rules

1. A councillor may propose a motion to suspend one or more rules within these standing orders to allow an activity that would otherwise be prevented, e.g. to allow the meeting to go into 'open forum' discussion without the rules of debate.

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2. It should be noted that rules relating to the behaviour of councillors or members of the public will not be suspended.

21. Motion that the meeting stand adjourned

1. The chairperson or any councillor may put this motion, the intent of which is to temporarily suspend the meeting until a prescribed time. This may be used in circumstances where there is a formal civic duty that occurs during the meeting and which would remove a quorum; where a meeting is lengthy and a break is requested; or where disorder has occurred in the meeting.

22. Mayoral Minute

1. The Mayor may direct the attention of the local government at a meeting to a matter not on the agenda by means of a mayoral minute. The Mayor must deliver a copy of the mayoral minute to the CEO.
2. Where practical, the Mayor shall distribute the mayoral minute to councillors prior to the meeting.
3. A mayoral minute does not require another councillor to second it and may be introduced by the Mayor at any time during the meeting (although usually at the place in the agenda where specified.)
4. A motion comprising the mayoral minute, if passed, becomes a resolution of the local government.

23. Conduct during meetings

1. Councillors must address the chairperson when: moving a motion; seconding a motion; taking part in debate or discussion; and asking or responding to questions.
2. Councillors must address each other and Council officers respectfully at all times.
3. Only one councillor should speak at a time, as directed or invited by the chairperson. A councillor must not interrupt another councillor who is speaking except upon a point of order. When the chairperson intervenes during the process of debate, the councillor speaking and all other councillors will remain silent to allow the chairperson to speak without interruption.
4. A councillor must not make personal reflections on or impute improper motives to another councillor or Council employee.

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24. Questions

1. A councillor may ask a question, through the chairperson, of another councillor or Council employee. Questions may be answered at the time, or may be taken on notice for a future response. Councillors should not ask questions, the answers for which have already been provided to the councillor.
2. The chairperson may disallow a question that is considered to be inconsistent with good order.

25. Committees

1. Any reports by committees must be submitted to a meeting of the local government under the approval of the CEO.
2. Any councillor is entitled to attend a committee meeting irrespective of their membership of that committee. Only those councillors who are members of the committee may vote on a matter before the committee. The chairperson may allow a non-member councillor to address the meeting and ask questions subject to the committee's procedures.

26. Urgent Business

1. A councillor may seek to propose a motion as an urgent item of business at a meeting. The councillor must explain the nature of the urgency and answer questions about the urgency, after which the chairperson will seek a resolution to allow the matter to proceed.
2. If that motion is lost, the matter does not proceed at that meeting. If the motion is won, the councillor proposing the motion will require another councillor to second it before it is presented and debated.
3. Wherever possible, a councillor must provide a copy of a proposed motion under urgent business to all other councillors as soon as practical before the meeting.

27. Disorder

1. Where disorder occurs at a meeting, the meeting may be adjourned by the chairperson for a period not exceeding 30 minutes; or by resolution for a longer period. On resumption of the meeting, the chairperson must move a motion, which shall be put without debate, to determine whether the meeting shall proceed.

28. Attendance of councillors at meetings

1. Each councillor present at a meeting must sign his/her name on the attendance sheet.
2. For the purposes of section 276 *Local Government Regulation 2012*, a teleconferencing arrangement for a councillor to take part in the meeting is approved if: leave of absence has been granted and the councillor is able to be simultaneously in audio contact with

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each other person at the meeting. A councillor using a teleconferencing facility must be able to maintain confidentiality throughout any part of a meeting where the public is excluded.

3. Once the meeting has commenced, a councillor must not leave the meeting permanently without first advising the chairperson so that the reasons can be recorded in the minutes.

29. Recording of meetings

1. Council will record, in both audio and video, its general, special and committee meetings for the periods that they are open to the public. The recordings will be made available to the public online at the earliest opportunity after the meeting has concluded, usually no later than close of business the same day. The recordings will also be used to assist in the accurate preparation of the minutes.
2. All participants at meetings are reminded that parliamentary privilege does not apply to local government. Individuals must take responsibility for their own words and actions. Council may, at the discretion of the CEO, remove any part of a recording for publication only where there is real concern that not to do so would expose Council to risk of an action for publishing defamatory material or releasing personal information contrary to legislation.
3. The Right to Information (RTI) procedures should not be used to obtain copies of recordings of meetings as these will be freely available on Council's website. RTI or Information Privacy procedures may be used to seek material withheld from public release in accordance with the previous paragraph..
4. Any person publishing part or all of a recording of a meeting assumes full responsibility for the release of that information, including the risks associated with the publication of potentially defamatory material or personal information.
5. Recordings will be retained for a period no shorter than the statutory minimum for the retention of official records.

30. Attendance of public and media at meetings

1. An area will be made available at the place where the meeting is to take place for members of the public and media representatives to attend. If the local government resolves that a meeting be closed to the public, the public and media representatives will be excluded from the meeting until the local government resolves that the meeting be re-opened to the public.

31. Public participation at meetings

1. In each meeting (other than special meetings), a period of 15 minutes may be made available by resolution to permit members of the public to address the local government

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on matters of public interest relating to the local government. This period may be extended by resolution.

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

32. Public conduct at meetings

1. All members of the public present at a meeting must:
 - a) Not, without the prior approval of the chairperson, make any audio or video recording, or take any photographs;
 - b) Remain quiet and not disrupt the meeting in any way;
 - c) Not bring into the meeting any signs, placards or items that may cause a hazard, or interfere with any person present;

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- d) Be suitably dressed; and
 - e) Turn all mobile devices to silent mode and leave the meeting to take any calls.
2. The chairperson may warn a member of the public present at a meeting who is not complying with any of these requirements and may, with or without such warning, require the person to leave the meeting and not return for such period as the chairperson decides. This period may include future meetings.

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Department: Organisational Services
Group: Corporate Governance
Approved: General Meeting
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APPENDIX A – LEGISLATIVE PROVISIONS RELATING TO COUNCIL MEETINGS & COMMITTEES

1. Background

The table below contains all legislative provisions relating to the conduct of Council meetings and committees. These provisions are binding on Council and must be strictly adhered to. The “Commentary” column provides further information, where appropriate, on how Council responds to the legislative requirements.

2. Council Meeting Legislative Provisions

Issue & Legislative Reference	Provisions	Commentary
Post-Election Meeting (LG Act Section 175)	(1) A local government must hold a meeting within 14 days after— (a) the conclusion of each quadrennial election; and (b) the conclusion of a fresh election of its councillors. (2) The local government must, by resolution, appoint a deputy mayor from its councillors (other than the mayor)— (a) at that meeting; and (b) at the first meeting after the office of the councillor who is the deputy mayor becomes vacant.	The quadrennial election is officially concluded when the returning officer declares the last poll in the election (See Section 7, <i>Local Government Electoral Act 2011</i>). The CEO will ensure the post-election meeting is conducted as soon as practically possible, and not more than 14 days after the declaration of the last poll.
Post-Election Meeting Agenda (LG Regulation Section 256)	(1) The matters a local government must consider at a post-election meeting include the day and time for holding other meetings.	The CEO will coordinate the agenda for the post-election meeting ensuring that the dates for future meetings, the appointment of the Deputy Mayor and other relevant matters (e.g. Committee Chairs or portfolio spokespersons) are included on the agenda.
Deputy Mayor (LG Act Section 165)	(3) A local government may, by resolution, declare that the office of deputy mayor is vacant. (4) The resolution may be passed only if written notice of the resolution has been given to the councillors at least 14 days before the meeting. (5) If a local government declares that the office of deputy mayor is vacant, it must immediately appoint another deputy mayor from its councillors.	Outlines the requirements for declaring the office of Deputy Mayor vacant and subsequently reappointing another Deputy Mayor

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Issue & Legislative Reference	Provisions	Commentary
Notice of Meetings (LG Regulation Section 258)	<p>(1) Written notice of each meeting or adjourned meeting of a local government must be given to each councillor at least 2 days before the day of the meeting unless it is impracticable to give the notice.</p> <p>(2) The written notice must state—</p> <p>(a) the day and time of the meeting;</p> <p>(5) The written notice may be given to a councillor by sending the notice to the councillor electronically.</p>	<p>The CEO will ensure that written notice of all meetings (General and Special) is provided to Councillors at least two days prior to the meeting.</p>
Special Meetings (LG Regulation Section 258)	<p>(2) The written notice must state—</p> <p>(b) for a special meeting—the business to be conducted at the meeting.</p> <p>(3) A special meeting is a meeting at which the only business that may be conducted is the business stated in the notice of meeting.</p>	<p>In providing written notice for a Special Meeting, the CEO will ensure that all business to be discussed at that meeting is set out in the written notice.</p>
Public Notice of Meetings (LG Regulation Section 277)	<p>(1) A local government must, at least once in each year, publish a notice of the days and times when—</p> <p>(a) its ordinary meetings will be held; and</p> <p>(b) the ordinary meetings of its standing committees will be held.</p> <p>(2) The notice mentioned in subsection (1) must be published—</p> <p>(a) in a newspaper circulating generally in the local government's area; and</p> <p>(b) on the local government's website.</p> <p>(3) The local government must display in a conspicuous place in its public office a notice of the days and times when—</p> <p>(a) its meetings will be held; and</p> <p>(b) meetings of its committees will be held.</p> <p>(4) The local government must immediately notify any change to the days and times mentioned in subsection (1) or (3) in the same way as the days and times were previously notified.</p> <p>(5) A list of the items to be discussed at a meeting mentioned in subsection (3) must be available for inspection at the time the agenda for the meeting is made available to councillors.</p>	<p>The CEO will bring a report to Council towards the end of each calendar year seeking Council approval for the next year's meeting dates.</p> <p>The CEO will ensure these dates are published as required and that any changes to the dates are also published.</p> <p>The CEO will ensure that a list of the items to be discussed at a meeting is made available on Council's website as soon as the agenda is provided to Councillors.</p>

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Issue & Legislative Reference	Provisions	Commentary
	<p>(6) The local government may publish the list of items to be discussed at a meeting, including any details or documents relating to an item, on the local government's website.</p> <p>(7) Subsection (5) does not affect the right to discuss or deal with, at any meeting, items arising after the agenda for the meeting is made available to councillors.</p>	
Frequency of Meetings (LG Regulation Section 257)	<p>(1) A local government must meet at least once in each month.</p> <p>(2) However, the Minister may, after written application by a local government, vary the requirement under subsection (1) for the local government.</p> <p>(3) All meetings of a local government are to be held—</p> <p>(a) at 1 of the local government's public offices; or</p> <p>(b) for a particular meeting—at another place fixed by the local government, by resolution, for the meeting.</p>	<p>In developing the annual calendar of meetings for Council approval, the CEO will ensure that at least one meeting is scheduled for each month of the year.</p>
Frequency of Meetings (LG Regulation Section 268)	<p>Meetings of a committee are held at the times and places decided by the committee.</p>	<p>The CEO will ensure that any Standing or Advisory Committees schedule their meetings as required.</p>
Quorum at Meetings (Section 259 LG Regulation 2012)	<p>(1) A quorum of a local government is a majority of its councillors.</p> <p>(2) However, if the number of councillors is an even number, one-half of the number is a quorum.</p>	<p>The Mayor will ensure that no Meetings are commenced until at least six (6) Councillors are present in Chambers</p>
Quorum at Committees (Section 269 LG Regulation 2012)	<p>(1) A quorum of a committee is a majority of its members.</p> <p>(2) However, if the number of members is an even number, one-half of the number is a quorum.</p>	<p>The Committee Chair will ensure that no Meetings are commenced until at least half of the Committee Members are present</p>
Procedure at Meetings (Section 260 and 270 LG Regulation 2012) – n.b. identical provisions for Local Government Meetings and Committee Meetings	<p>(1) Business may be conducted at a meeting of a local government only if a quorum is present.</p> <p>(2) At a meeting of a local government (or committee)—</p> <p>(a) voting must be open; and</p> <p>(b) a question is decided by a majority of the votes of the councillors (members) present; and</p> <p>(c) each councillor (member) present</p>	<p>The Committee Chair shall ensure voting is conducted according to these provisions.</p> <p>The word "member" is added in recognition of potential non-Councillor members of Advisory Committees</p>

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Issue & Legislative Reference	Provisions	Commentary
	<p>has a vote on each question to be decided and, if the votes are equal, the councillor (member) presiding also has a casting vote; and</p> <p>(d) if a councillor (member) present fails to vote, the councillor (member) is taken to have voted in the negative.</p>	
<p>Adjournment of Meetings (LG Regulation Section 261)</p>	<p>(1) The majority of councillors present at a meeting of a local government may adjourn the meeting to a later hour of the same day or to a later day.</p> <p>(2) If a quorum is not present within 15 minutes after the time appointed for a meeting, the meeting may be adjourned to a later hour or another day within 14 days after the day of adjournment, by—</p> <p>(a) a majority of the councillors present; or</p> <p>(b) if only 1 councillor is present—the councillor; or</p> <p>(c) if no councillors are present—the chief executive officer.</p>	<p>Procedure for adjourning meetings if necessary</p>
<p>Approval of Budget and Budget Meeting Requirements (LG Act Section 107A)</p>	<p>(1) A local government must consider the budget presented by the mayor and, by resolution, adopt the budget with or without amendment.</p> <p>(2) The mayor must give a copy of the budget, as proposed to be presented to the local government, to each councillor at least 2 weeks before the local government is to consider adopting the budget.</p> <p>(3) The local government must adopt a budget before 1 August in the financial year to which the budget relates.</p>	<p>Requirements relating to the development and approval of the annual budget.</p>
<p>Setting of Annual Rates and Charges (LG Act Section 94)</p>	<p>(2) A local government must decide, by resolution at the local government's budget meeting for a financial year, what rates and charges are to be levied for that financial year.</p>	<p>Requirement for rates and charges to be set each year at the annual budget meeting</p>
<p>Minutes of Meetings (LG Regulation Section 261) Provisions apply to both Council and Committee Meetings</p>	<p>(1) The chief executive officer must ensure minutes of each meeting of a local government are taken under the supervision of the person presiding at the meeting.</p> <p>(2) Minutes of each meeting must</p>	<p>Requirements for minuting of Council Meetings.</p> <p>The CEO will ensure that minutes are taken and made available as outlined in these</p>

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Issue & Legislative Reference	Provisions	Commentary
	<p>include—</p> <p>(a) the names of councillors or committee members present at the meeting; and</p> <p>(b) if a division is called on a question—the names of all persons voting on the question and how they voted.</p> <p>(3) At each meeting, the minutes of the previous meeting must be—</p> <p>(a) confirmed by the councillors or committee members present; and</p> <p>(b) signed by the person presiding at the later meeting.</p> <p>(4) A copy of the minutes of each meeting—</p> <p>(a) must be available for inspection by the public, at a local government's public office and on its website, within 10 days after the end of the meeting; and</p> <p>(b) when the minutes have been confirmed—must be available for purchase at the local government's public office.</p> <p>(5) The price for purchasing the minutes must not be more than—</p> <p>(a) the cost to the local government of having the copy printed and made available for purchase; and</p> <p>(b) if the copy is supplied to a purchaser by post—the cost of postage.</p> <p>(6) This section does not apply to a committee which a local government has, by resolution, exempted from the requirement to take minutes of its proceedings.</p> <p>(7) A local government may only exempt a committee under subsection (6) if the committee's only function is to advise, or otherwise make a recommendation to, the local government.</p> <p>(8) Also, a committee which has been exempted under subsection (6) must give the local government a written report of its deliberations and its advice or recommendations.</p>	<p>provisions.</p>

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Issue & Legislative Reference	Provisions	Commentary
Minuting Requirements for Material Personal Interests (LG Act Section 172)	(9) The following information must be recorded in the minutes of the meeting, and on the local government's website— (a) the name of the councillor who has the material personal interest, or possible material personal interest, in a matter; (b) the nature of the material personal interest, or possible material personal interest, as described by the councillor; (c) whether the councillor took part in the meeting, or was in the chamber during the meeting, under an approval under subsection (7).	Details that must be recorded in the Minutes where a Councillor declares a material personal interest in a matter
Minuting Requirements for Conflicts of Interest (LG Act Section 173)	(8) The following must be recorded in the minutes of the meeting, and on the local government's website— (a) the name of the councillor who has the real or perceived conflict of interest; (b) the nature of the personal interest, as described by the councillor; (c) how the councillor dealt with the real or perceived conflict of interest; (d) if the councillor voted on the matter—how the councillor voted on the matter; (e) how the majority of persons who were entitled to vote at the meeting voted on the matter.	Details that must be recorded in the Minutes where a Councillor declares a real or perceived conflict of interest in a matter
Recording of Reasons for Particular Decisions (LG Regulation Section 273)	(1) This section applies if a decision made at a meeting is inconsistent with a recommendation or advice given to the local government by an advisor of the local government and either or both of the following apply to the decision— (a) the decision is about entering into a contract the total value of which is more than the greater of the following— (i) \$200,000 exclusive of GST; (ii) 1% of the local government's net rate and utility charges as stated in the local government's audited financial statements included in the local government's most recently adopted annual report;	Requirements to minute those occasions where Council makes a decision which is contrary to the recommendation or advice given to it in contracting or policy matters.

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Issue & Legislative Reference	Provisions	Commentary
	<p>(b) the decision is inconsistent with—</p> <p>(i) the policy or approach ordinarily followed by the local government for the type of decision; or</p> <p>(ii) a policy previously adopted by the local government by resolution, whether or not as required by the Act, and still in force.</p> <p><i>Examples of decisions to which this section might apply—</i></p> <ul style="list-style-type: none"> • the grant of a licence, permit or approval, however named, under an Act or local law • the grant of a concession, rebate or waiver in relation to an amount owed to the local government • the disposal of land or a non-current asset <p>(2) An advisor, of a local government, is a person—</p> <p>(a) who is an employee of the local government or is otherwise engaged to provide services to the local government; and</p> <p>(b) whose duties include giving a recommendation or advice.</p> <p>(3) The chief executive officer must ensure the minutes of the meeting include a statement of the reasons for not adopting the recommendation or advice.</p>	
<p>Repeal or Amendment of Resolutions (LG Regulation Section 262)</p>	<p>A resolution of a local government may be repealed or amended only if written notice of intention to propose the repeal or amendment is given to each councillor at least 5 days before the meeting at which the proposal is to be made.</p>	<p>Requirement for five (5) days written notice to be provided before a Council resolution can be repealed or amended.</p>
<p>Appointment of Committees (LG Regulation Section 264)</p>	<p>(1) A local government may—</p> <p>(a) appoint, from its councillors, standing committees or special committees; and</p> <p>(b) appoint advisory committees.</p>	<p>Provides the head of power for the establishment of committees</p>
<p>Advisory Committees (LG Regulation Section 265)</p>	<p>(1) An advisory committee—</p> <p>(a) must not be appointed as a standing committee; and</p> <p>(b) may include in its members persons who are not councillors.</p> <p>(2) A member of an advisory committee (whether or not they are a</p>	<p>Provisions pertaining to the Advisory Committees and their membership and voting rules</p>

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Issue & Legislative Reference	Provisions	Commentary
	councillor) may vote on business before the committee.	
Chairperson of Committee (LG Regulation Section 267)	(1) A local government may appoint a chairperson of each committee. (2) If the local government does not appoint a chairperson for a committee, the committee may appoint 1 of its members as chairperson. (3) If the chairperson is not present at a meeting, the members present may appoint a chairperson for the meeting.	Provisions relating to the appointment of a Committee Chairperson
Inappropriate Conduct at a Council or Committee Meeting (LG Act Section 181)	(5) If inappropriate conduct happens in a meeting of the local government or its committees, the chairperson of the meeting may make any 1 or more of the following orders that the chairperson considers appropriate in the circumstances— (a) an order that the councillor's inappropriate conduct be noted in the minutes of the meeting; (b) an order that the councillor leave the place where the meeting is being held (including any area set aside for the public), and stay out of the place for the rest of the meeting; (c) if the councillor fails to comply with an order made under paragraph (b) to leave a place—an order that the councillor be removed from the place.	How the Chairperson of a Meeting or Committee can deal with inappropriate conduct in a meeting.
Obligation to Attend Council Meetings (Section 162 Local Government Act 2009)	(1) A councillor's office becomes vacant if the councillor— (e) is absent, without the local government's leave, from 2 or more consecutive ordinary meetings of the local government over at least 2 months;	Requirement for Councillors to seek leave of absence from Council meetings or risk forfeiting office (if absences extend past two months)
Closed Meetings (LG Regulation Section 275)	(1) A local government or committee may resolve that a meeting be closed to the public if its councillors or members consider it necessary to close the meeting to discuss— (a) the appointment, dismissal or discipline of employees; or (b) industrial matters affecting employees; or (c) the local government's budget; or (d) rating concessions; or	Procedures pertaining to closing a meeting, or part thereof, to the public.

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Issue & Legislative Reference	Provisions	Commentary
	<p>(e) contracts proposed to be made by it; or</p> <p>(f) starting or defending legal proceedings involving the local government; or</p> <p>(g) any action to be taken by the local government under the Planning Act, including deciding applications made to it under that Act; or</p> <p>(h) other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.</p> <p>(2) A resolution that a meeting be closed must state the nature of the matters to be considered while the meeting is closed.</p> <p>(3) A local government or committee must not make a resolution (other than a procedural resolution) in a closed meeting.</p>	
<p>Teleconferencing (LG Regulation Section 275)</p>	<p>(1) Teleconferencing is the use of a telephone, video conferencing equipment or other means of instant communication that allows a person to take part in discussions as they happen.</p> <p>(2) A local government may allow a person to take part in a meeting by teleconferencing.</p> <p>(3) A councillor taking part in a meeting by teleconferencing is taken to have attended the meeting if—</p> <p>(a) the councillor was simultaneously in audio contact with each other person at the meeting; and</p> <p>(b) the local government approved the teleconferencing arrangement.</p>	

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11.2.2 LOCAL LAW NO.2 - REGISTER - DOG OFF-LEASH AREAS

Objective Reference: A190422
Reports and Attachments (Archives)

Attachment: [Local Law No.2 \(Animal Management\) – Register – Animals in Public Places](#)

Authorising Officer: 
Nick Clarke
General Manager Organisational Services

Responsible Officer: Luke Wallace
Group Manager Corporate Governance

Report Author: Craig Dickson
Corporate Governance and Policy Adviser

PURPOSE

The purpose of this report is to amend the Local Law No. 2 (Animal Management) Register – Animals in Public Places to incorporate a new dog off-leash area at Denham Boulevard Park, Redland Bay.

BACKGROUND

At the General Meeting on 22 April 2015 (Item 11.2.2) Council resolved to adopt new local laws for the City. Council also resolved to designate, under section 10(1) of Local Law No. 2 (Animal Management) 2015 areas within a public place as an area where a dog is not required to be on a leash (a dog off-leash area). Any new dog off-leash area must be added to this designation.

With the growth and development in Redland Bay and other southern suburbs of Redland City, it was identified that recreation space for families with dogs was in greater demand. There are two other dog off leash areas servicing the southern end of the city. These are located at Charlie Buckler Sportsfield, Boundary Road, Redland Bay and at Orchard Beach Foreshore (South), Talburpin Esplanade, Redland Bay.

The development neighbouring the Weinam Creek Wetlands including Denham Boulevard Park was identified as a suitable location for another dog off leash area. A suitable location within the vicinity of Denham Boulevard Park was identified and the proposal gained the support of the Divisional Councillors for Division 5 and 6. The Divisional Councillors jointly agreed to fund the construction of the dog off leash area from contributions from their respective Community Infrastructure Funds (CIF) allocations.

ISSUES

Construction of the dog off-leash area at Denham Boulevard Park, Redland Bay began on 20 May 2015 and is expected to conclude on 16 June 2015 (weather permitting). In order to designate a dog off-leash area for local law purposes Council must consult with the public for at least 21 days and consider every properly made submission.

Consultation for the dog off-leash area began on 31 January 2015 and concluded on 6 February 2015. Consultation included a letter box drop from Councillors for Division 5 and 6 to all residents within a 500m walking distance of the proposed off-leash area. The letter contained an aerial photograph detailing the off-leash area extent. Four submissions were received, all in support of the proposal.

The Local Law No. 2 (Animal Management) – Register – Animals in Public Places has been amended to include the fenced enclosure at Denham Boulevard Park, School of Arts Road, Redland Bay and is attached to this report for approval and official commencement on 1 July 2015 with the new local laws.

STRATEGIC IMPLICATIONS

Legislative Requirements

This report is in accordance with the requirements of Local Law No. 2 (Animal Management).

Risk Management

Risks associated with the addition of a new dog off-leash area to the Register are managed by conducting the amendment process in accordance with Local Law No.2 (Animal Management).

Financial

There are no financial implications affecting Council's budget associated with this report.

People

Upon adding the new dog off-leash area to the Register, Council's Compliance Unit will enforce the local law provisions accordingly from 1 July 2015.

Environmental

There are no environmental implications associated with this report.

Social

Placing an additional dog off-leash area at Redland Bay will provide further opportunities for members of the community to exercise their dogs off-lead.

Alignment with Council's Policy and Plans

The recommendations of this report align with Council's policies and plans.

CONSULTATION

Consultation has occurred with the Compliance Unit and Public Place Projects Unit.

OPTIONS

1. That Council resolves to amend the Register of dog off-leash areas to include the fenced enclosure at Denham Boulevard Park, Redland Bay.
2. That Council resolves not to amend the Register of dog off-leash areas.

OFFICER'S RECOMMENDATION

That Council resolves to amend the dog off-leash area listing in Local Law No. 2 (Animal Management) – Register – Animals in Public Places to include the fenced enclosure at Denham Boulevard Park, School of Arts Road, Redland Bay, as attached.

COUNCIL RESOLUTION

Moved by: Cr A Beard

Seconded by: Cr J Talty

That Council resolves to amend the dog off-leash area listing in Local Law No. 2 (Animal Management) – Register – Animals in Public Places to include the fenced enclosure at School of Arts Road, Redland Bay, as attached.

CARRIED 11/0



Redland
CITY COUNCIL

Redland City Council

**Local Law No. 2 (Animal Management)
2015**

Register

Animals in Public Places



Redland City Council

Local Law No. 2 (Animal Management) 2015

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Register Prohibition and restriction of animals in public places

Local Law No. 2 (Animal Management) 2015

The dictionary in the schedule defines particular words used in this Register.

Part 1 Prohibition of animals in public places under section 9(1)(a) and (b) of Local Law No. 2 (Animal Management) 2015.

Item	Column 1 Prohibition	Column 2 Public Place
1	Public places where a person is prohibited from bringing a dog at any time.	<p>(a) Wellington Point Reserve, Wellington Point, but limited to the designated swimming beach and the playground and picnic area adjacent to the access road into Wellington Point Reserve.</p> <p>(b) The reserve and the adjacent foreshore and seashore at Beth Boyd Park, Thorneside – other than the designated walkway.</p> <p>(c) All foreshore and seashore at Raby Bay, Cleveland except the foreshore and seashore in front of Raby Bay Foreshore Park between the first groyne in an easterly direction from the intersection of Masthead Drive and Seacrest Court and the first groyne in a westerly direction from the intersection of Masthead Drive and Seacrest Court.</p> <p>(d) The foreshore and seashore adjacent to W.H. Yeo Park, Victoria Point between the intersection of Thompson Street and Thompson Esplanade and west to the mouth of Moogurrumpum Creek.</p> <p>(e) All reserves on Coochiemudlo Island and the foreshore and seashore of Coochiemudlo Island from the boat ramp at Main Beach, extending in—</p> <p>(i) an easterly direction to Norfolk</p>

Item	Column 1 Prohibition	Column 2 Public Place
		<p>Beach; and</p> <p>(ii) a northerly direction to Morwong Beach; and</p> <p>(iii) a westerly direction to the intersection of Elizabeth Street and Victoria Parade at Morwong Beach.</p> <p>(f) The foreshore and seashore adjacent to Redland Bay Esplanade, Redland Bay where Grey Street and Bay Street intersect.</p> <p>(g) The foreshore, seashore and reserve at Cylinder Beach, North Stradbroke Island between the foreshore and the roads abutting the reserve.</p> <p>(h) The foreshore and seashore at North Stradbroke Island, Main Beach between a point north east of Plant 7 Road and the access road adjacent to the Point Lookout Surf Lifesaving Club.</p> <p>(i) The foreshore and seashore in front of the swimming enclosures at Redland Bay, North Stradbroke Island, Russell Island, Macleay Island, Lamb Island and Karragarra Island.</p> <p>(j) The display garden and barbeque areas located at the Redlands Indigiscapes Centre, 17 Runnymede Road, Capalaba.</p> <p>(k) Myora Springs Reserve, North Stradbroke Island.</p> <p>(l) Empire Point Wader Roost, Ormiston (Lot 116 on SL8945).</p> <p>(m) Brown Lake Conservation Area, North Stradbroke Island (Lot 70 on SL4098).</p> <p>(n) The foreshore and seashore at Flinders Beach, North Stradbroke Island, from Amity Point access to Geera Street, Amity Point.</p> <p>(o) All bathing reserves placed under the control of the local government.</p>

Item	Column 1 Prohibition	Column 2 Public Place
		<p>(p) Within 10 metres of any playground apparatus in a public place that is provided for the use of children.</p> <p>(q) In any shop other than —</p> <p>(i) a pet shop; or</p> <p>(ii) a veterinary shop/clinic; or</p> <p>(iii) if the animal is a dog or a cat — a dog grooming or pet care salon.</p> <p>(r) Swamp Box Conservation Area, Capalaba (Lot 900 on SP207204).</p>
2	Public places where a person is prohibited from bringing a dog during specified hours on specified days and particulars of the hours and days.	<p>(a) Subject to the prohibition specified in item 1(a), columns 1 and 2, Wellington Point Reserve, Wellington Point — the prohibition applies on Saturday, Sunday and statutory holidays, but only between the hours of 9.00 a.m. and 4.00 p.m.</p> <p>(b) The foreshore and seashore at the end of each of Edinburgh Street, Church Street and Wilson Street, Victoria Point — the prohibition applies on Saturday, Sunday and statutory holidays.</p> <p>(c) Bloomfield Street, Cleveland between Queen Street and Middle Street — the prohibition applies only between the hours of 6.00 a.m. and 4.00 p.m. on Sunday.</p> <p>(d) The reserve at W.H. Yeo Park, Victoria Point— the prohibition applies on Saturday, Sunday and statutory holidays, but only between the hours of 9.00 a.m. and 4.00 p.m.</p>
3	Public places where a person is prohibited from bringing a dog which is a declared dangerous dog or a declared menacing dog under the <i>Animal Management (Cats and Dogs) Act 2008</i> at any time.	Each public place which is designated as a dog off-leash area.
4	Public places where a person is prohibited from bringing a horse, camel or donkey at any time.	<p>(a) Wellington Point Recreation Reserve, Wellington Point.</p> <p>(b) Redlands Indigiscapes Centre, 17</p>

Item	Column 1 Prohibition	Column 2 Public Place
		Runnymede Road, Capalaba. (c) All bathing reserves placed under the control of the local government.
5	Public places where a person is prohibited from bringing a horse at any time.	Subject to Item 4(a), (b) and (c), each park and reserve within the local government area which is designated by sign as a public place where a person is prohibited from bringing a horse at any time.
6	Public places where a person is prohibited from bringing a goat, pig, cow, sheep, llama, alpaca, deer, fowl, peafowl, poultry, ostrich or emu at any time.	(a) All parks and reserves within the local government area. (b) All foreshore areas within the local government area. (c) All bathing reserves placed under the control of the local government.

Part 2 Restriction of animals in public places under section 9(1)(c) of Local Law No. 2 (Animal Management) 2015

Item	Column 1 Restriction	Column 2 Public Place
1	<p>Public places where a person may only bring a camel or donkey subject to conditions and particulars of the conditions.</p> <p>The conditions applicable to the bringing of a camel or donkey onto a public place identified in Item 1, Column 2 are that the responsible person for the animal must ensure that the animal does not do any of the following—</p> <ul style="list-style-type: none"> (a) enter any area which is not part of a designated trail system; (b) disturb feeding, resting or roosting shore birds or wading birds; (c) disturb mangroves, sea grass or other marine vegetation or cause other environmental harm. <p>These conditions do not apply if 1 or more camels or donkeys are brought onto a park or reserve by the holder of an approval granted under <i>Local Law No. 1 (Administration) 2015</i>—</p> <ul style="list-style-type: none"> (a) in the exercise of the rights of the holder of the approval; and (b) in accordance with the conditions specified in the approval. 	<ul style="list-style-type: none"> (a) All parks and reserves within the local government area. (b) All foreshore areas within the local government area.

<p>2</p>	<p>Public places where a person may only bring a horse subject to conditions and particulars of the conditions.</p> <p>The conditions applicable to the bringing of a horse onto a public place identified in Item 2, Column 2 are that the responsible person for the horse must ensure that the horse does not do any of the following—</p> <ul style="list-style-type: none"> (a) disturb feeding, resting or roosting shore birds or wading birds; (b) disturb mangroves, sea grass or other marine vegetation or cause other environmental harm. <p>These conditions do not apply if 1 or more horses are brought onto a park or reserve by the holder of an approval granted under <i>Local Law No. 1 (Administration) 2015</i>—</p> <ul style="list-style-type: none"> (a) in the exercise of the rights of the holder of the approval; and (b) in accordance with the conditions specified in the approval. 	<ul style="list-style-type: none"> (a) All parks and reserves within the local government area unless the park or reserve is a public place where a person is prohibited from bringing a horse at any time under Part 1, Item 4 or Item 5. (b) All foreshore areas within the local government area.
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Register Dog off-leash areas

Local Law No. 2 (Animal Management) 2015

Dog off-leash areas designated under section 10 of Local No. 2 (Animal Management) 2015

Item	Column 1 Public place designated as a dog off-leash area	Column 2 If the dog off-leash area is not a dog off-leash area at all times — the specified days and hours when a dog is not required to be on a leash
1	The foreshore and seashore at Home Beach, North Stradbroke Island between Rocky Point and the rocky headland in front of the Point Lookout Hotel.	
2	Skatebowl Park, Dunwich, North Stradbroke Island between the skatebowl and the fenced area at the eastern end of the park.	
3	The fenced enclosure at Wentworth Drive Park, Capalaba.	
4	The fenced enclosure at Charlie Buckler Sportsfield, Redland Bay.	
5	The fenced enclosure at Robert Mackie Park, Thornlands.	
6	The fenced enclosure at Three Paddocks Park, Birkdale.	
7	The fenced enclosure at Windermere Road Park, Alexandra Hills.	
8	The fenced enclosure at George Street Park, Alexandra Hills.	
9	The unfenced area as designated by sign at Aquatic Paradise Park West, Birkdale.	
10	The fenced enclosure at Brosnan Drive Park, Capalaba.	
11	The unfenced area as designated by sign at G.J. Walter Park, Cleveland.	

12	The foreshore and seashore in front of Raby Bay Foreshore Park between the first groyne in an easterly direction from the intersection of Masthead Drive and Seacrest Court, Cleveland and the first groyne in a westerly direction from the intersection of Masthead Drive and Seacrest Court.	
13	The foreshore and seashore at Main Beach, Coochiemudlo Island between a point 113 metres west of the barge ramp, and extending in a westerly direction to a point 293 metres west of the barge ramp .	(a) At all times during the months of May, June, July and August; and (b) During the months of January, February, November and December but only before 9.00 a.m. and after 5.00 p.m. each day.
14	The foreshore and seashore in front of Lions Park, Russell Island.	(a) At all times during the months of May, June, July and August; and (b) During the months of January, February, November and December but only before 9.00 a.m. and after 5.00 p.m. each day.
15	The fenced enclosure at Hanover Drive Park, Alexandra Hills.	
16	The fenced enclosure at Valantine Park, Valantine Road, Alexandra Hills.	
17	The fenced enclosure at Lachlan Street Park, Birkdale.	
18	The fenced enclosure at Capalaba Regional Park, Pittwin Road North, Capalaba.	
19	The unfenced area as designated by sign at Pioneer Park, Lucas Drive, Lamb Island.	
20	The unfenced area as designated by sign at Attunga Street Park, 13 Attunga Street, Macleay Island.	
21	The fenced enclosure at Mount Cotton Community Park, Valley Way entered via Bohemia Court, Mount Cotton.	
22	The fenced enclosure (adjacent to the Redlands Softball Park) at Sturgeon Street, Ormiston.	

23	The fenced enclosure at Pioneer Children's Memorial Park, corner of High Street and Jackson Road, Russell Island.	
24	The fenced enclosure at Main Street Park, corner Gordon Road, Redland Bay.	
25	The fenced enclosure at Talburpin Esplanade, corner Torquay Road, Point Talburpin, Redland Bay.	
26	The fenced enclosure at Manning Esplanade Park, Thornlands.	
27	The fenced enclosure at Fodder Forest, Link Road, Victoria Point.	
28	The fenced enclosure at Les Moore Park, Wilson Esplanade, Victoria Point.	
29	The fenced enclosure at School of Arts Road, Redland Bay.	

Schedule Dictionary

bathing reserve means a bathing reserve placed under the control of the local government by gazette notice.

designated trail system means a system of trails which are—

- (a) physically defined; and
- (b) constructed by the local government for recreational use, including, without limitation, the riding of horses, camels and donkeys.

foreshore has the meaning given in the *Local Government Regulation 2012*.

park has the meaning given in *Subordinate Local law No. 4 (Local Government Controlled Areas, Facilities and Roads) 2015*.

reserve has the meaning given in *Subordinate Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads) 2015*.

seashore has the meaning given in section 62(2) of the *Local Government Regulation 2012*.

11.2.3 REDLAND CITY TOURISM STRATEGY AND ACTION PLAN 2015-2020

Objective Reference:	A196153 Reports and Attachments (Archives)
Attachment:	<u>Redland City Tourism Strategy and Action Plan 2015 – 2020</u>
Authorising Officer:	 Nick Clarke General Manager Organisational Services
Responsible Officer:	Tracey Walker Group Manager - Communication, Engagement and Tourism
Report Author:	Kristen Banks Principal Adviser - Communication, Engagement and Tourism

PURPOSE

The *Redland City Tourism Strategy and Action Plan 2015 – 2020* sets out how the tourism industry and Council can actively work together to advance tourism opportunities in the Redlands in the areas of tourism investment and development, destination marketing and events as well as supporting infrastructure and coordination.

BACKGROUND

Redland City Council commissioned The Stafford Group to assist in developing a new Tourism Strategy for the period 2015 – 2020 and a five-year Action Plan to support the Tourism Strategy.

The purpose of developing this Tourism Strategy is to provide:

- an assessment of the Redlands tourism economy, its opportunities and challenges
- a strategy that identifies tourism-focused initiatives which, with industry involvement, can be implemented
- a five-year action plan that outlines how recommendations from the strategy could be activated, with involvement from the Redlands' tourism sector stakeholders, which is integral to achieving those actions
- a recommended tourism structure model to show how tourism could best operate with Council's involvement as an enabler of marketing, new product development and investment.

This *Redland City Tourism Strategy and Action Plan 2015 – 2020* is informed by stakeholder feedback as well as a market trend assessment to provide an overview of current visitor trends within the broader tourism environment to help determine where the Redlands should be encouraging new business product and related infrastructure investment.

ISSUES

The *Redland City Economic Development Framework 2014 – 2041* calls for a tourism action plan along with plans for seven key industry sectors in the Redlands.

This is the first of the industry action plans – as well as a strategy – to be developed under this Framework.

The *Redland City Tourism Strategy and Action Plan 2015 – 2020* will be at the forefront of Council's tourism planning, policies and strategies as well as the tourism industry's own plans for the next five years.

It sets out how the tourism industry and Council can work together to advance tourism opportunities in the Redlands in the areas of tourism investment and development, destination marketing and events as well as supporting infrastructure and coordination.

This Tourism Strategy also includes a model to increase industry ownership of the direction of tourism in the Redlands by creating a tourism subcommittee that is representative of all areas of the City. The tourism subcommittee will work closely with Council and the tourism representative on the Redlands Economic Development Advisory Board.

The intent is that in three years time, the tourism subcommittee could look to become the local tourism organisation for the Redlands.

Tourism currently accounts for 1.4% of Redlands' Gross Regional Product. By 2041, it is expected that tourism will contribute to more than 3% of Redlands' Gross Regional Product.

Issues for tourism in the Redlands as well as a SWOT analysis are included in the *Redland City Tourism Strategy and Action Plan 2015 – 2020*.

STRATEGIC IMPLICATIONS

Legislative Requirements

Nil.

Risk Management

A Tourism Strategy supported by industry will assist Redland City to capitalise on its tourism opportunities and to deliver economic benefits. The specific risks to the tourism industry are included in the *Redland City Tourism Strategy and Action Plan 2015 – 2020*. Many have been mitigated by a range of actions, while opportunities have been maximised.

Financial

Actions included in the Tourism Strategy as being undertaken are either included in proposed budget for 2015-16 or will be put forward for inclusion in annual budgets. There are also a range of items that indicate they will be investigated – these are yet to have budget allocated and could be loaded in to future year's budgets as required. Some actions will be dependent on partnerships or are wholly industry-driven.

The Communication, Engagement and Tourism budget will be used to fund the marketing aspects of the Tourism Strategy.

People

The *Redland City Tourism Strategy and Action Plan 2015 – 2020* has been developed in consultation with a range of staff who have provided information on the actions are being developed – or undertaken – in their areas.

Environmental

Nil.

Social

Tourism provides jobs for local people and stimulates the Redlands economy through the attraction of visitors. It also encourages locals to holiday in the Redlands.

Alignment with Council's Policy and Plans

The *Redland City Tourism Strategy and Action Plan 2015 – 2020* aligns with the following Council Policy and Plans:

- *Redlands 2030 Community Plan: Creating Our Future*
- *Redland City Council Corporate Plan 2015 – 2020*
- *Redland City Council 2015 – 2016 Operational Plan*
- *Redland City Economic Development Framework 2014 – 2041*
- *Redlands – Open for Business and Investment*
- *Redlands Rural Futures Strategy 2013* (not adopted by Redland City Council).

CONSULTATION

When developing this Tourism Strategy and supporting Action Plan, the key requirement of Council – and industry stakeholders – has been to focus on tangible outcomes within a realistic timeframe rather than an exhaustive list of items that may not be achievable.

The process used to develop these documents involved the following:

- face-to-face industry consultation (three workshops) to determine what tourism stakeholders and industry operators required in the Tourism Strategy and Action Plan
- face-to-face industry meetings and forums (three) to review the draft *Redland City Tourism Strategy and Action Plan 2015 – 2020* and make any amendments sought by industry
- structured meetings with Councillors and Council officers to discuss the vision for tourism, infrastructure, development and interrelationship with operators
- Councillor workshops.

OPTIONS

1. Council adopts the *Redland City Tourism Strategy and Action Plan 2015 – 2020*
2. Council adopts the *Redland City Tourism Strategy and Action Plan 2015 – 2020* with amendments
3. Council does not adopt the *Redland City Tourism Strategy and Action Plan 2015 – 2020*

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: Cr A Beard
Seconded by: Cr C Ogilvie

That Council resolves to adopt the *Redland City Tourism Strategy and Action Plan 2015 – 2020* as attached.

CARRIED 11/0





This page: Brown Lake, North Stradbroke Island
On the cover: Point Lookout, North Stradbroke Island

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Message from the Mayor

Redland City is in a prime position to be showcased to the world through tourism.

Located just 35 minutes from Brisbane, Queensland's capital, and with easy access to the Port of Brisbane and Brisbane and Gold Coast airports, the Redlands has it all – villages, islands, rainforest, rural hinterland, farmland, beaches, bays, creeks and freshwater lakes as well as iconic flora and fauna.

In addition to our natural assets, we are proud of our community's culture and heritage, and this sense of pride is exchanged with our visitors.

A dynamic industry, tourism is identified as one of eight key growth sectors in the Redlands that can be used as a driver for socio-economic progress for this City.

It is critical that all Redlanders recognise the importance of tourism and how tourism spending breathes life into our City's economy.

With ongoing interest from international film production companies, our City clearly has something special to offer. This

global interest is certainly helping to put Redlands on the map and is something we need to capitalise on.

Tourism provides a more prosperous job market for locals and bolsters our economy through increased visitation.

Council is working hard to enable the Redlands tourism industry to find its own collective voice and destination identity. Yet Council alone cannot be held responsible for growing a sustainable Redlands' tourism industry.

It is important for tourism industry operators across the City to work collaboratively to diversify and package products and offerings in order to capture market share and create destination appeal.

Through public and private investment of knowledge and resources we can create an even better Redland City – a unique place that offers world-class facilities, festivals and events and much, much more for the enjoyment of visitors and residents alike.

This *Redland City Tourism Strategy and Action Plan 2015 – 2020* is the local tourism industry's blueprint for the future. It is informed by stakeholder feedback and market trend assessment to provide an overview of current visitor trends and a clear direction of where the Redlands should be encouraging new business product and related infrastructure investment.

It sets out how the tourism industry and Council can work together to seize opportunities in tourism investment and development, destination marketing and events as well as supporting infrastructure and coordination.

The aim is to bring more visitors to the Redlands, tempt them to stay longer and spend more and, importantly, raise the profile of the Redlands as a must-see destination.

The Tourism Strategy gives the industry ownership of its future by

creating a subcommittee that is representative of all areas of the City. The tourism subcommittee will work closely with Council and the tourism representative on the Redlands Economic Development Advisory Board.

The intent is that in the medium-term, the tourism subcommittee could become the local tourism organisation for the Redlands.

Everyone has a role in ensuring the Redlands enhances its reputation as the best place to live, play and do business.

We want all visitors' time spent in our community to be memorable – and for them to return again and again.

Working together this will occur.

Cr Karen Williams

Mayor of Redland City



Introduction

Redland City Council (Council) has developed a new Tourism Strategy for the period 2015 – 2020 and a five-year Action Plan to support the Tourism Strategy.

The purpose of developing this Tourism Strategy is to provide:

- an assessment of the Redlands tourism economy, its opportunities and challenges
- a strategy that identifies tourism-focused initiatives which, with industry involvement, can be implemented
- a five-year action plan that outlines how recommendations from the strategy could be activated, with involvement from the Redlands' tourism sector stakeholders, which is integral to achieving those actions
- a recommended tourism model to show how tourism could best operate with Council's involvement as an enabler of marketing, new product development and investment.

When developing this Tourism Strategy and supporting Action Plan,

the key requirement of Council – and industry stakeholders – has been to focus on tangible outcomes within a realistic timeframe rather than an exhaustive list of items that may not be achievable.

Council commissioned The Stafford Group to assist in developing the documents.

The process used to develop these documents involved the following:

- face-to-face industry consultation to review product, meet with operators, Councillors and Council officers as well as assess new opportunities
- liaison with industry operators i.e. accommodation operators, food and beverage providers, farm operators and attraction operators
- structured meetings with Councillors and Council officers to discuss the vision for tourism,

infrastructure, development and interrelationship with operators

- an ongoing literature review to build a quality context for the Tourism Strategy and to fully understand projects and strategies as well as relevant government policies affecting the Redlands
- preparation of a draft Tourism Strategy and Action Plan, primarily to highlight key issues and opportunities that need to be considered by Council in particular
- finalisation of the draft Tourism Strategy and Action Plan after feedback and liaison with Council and industry operators.

This *Redland City Tourism Strategy and Action Plan 2015 – 2020* recognises the strength of the Redlands as a scenically attractive region, but also notes the need to advocate for and develop far more commissionable tourism product,

which could lead to more tourism investment and wider economic benefits such as employment for local young people.

The *Redland City Tourism Strategy and Action Plan 2015 – 2020* will be at the forefront of Council's tourism planning, policies and strategies as well as the tourism industry's own plans for the next five years.

Tourism has been identified as one of eight priority industries in the *Redland City Economic Development Framework 2014 – 2041*. Tourism currently accounts for 1.4% of Redlands' Gross Regional Product. By 2041, it is expected that tourism will contribute to more than 3% of Redlands' Gross Regional Product.

As a living document, the *Redland City Tourism Strategy and Action Plan 2015 – 2020* will be reviewed by the Economic Development Advisory Board.



Strategic links

The *Redland City Tourism Strategy and Action Plan 2015 – 2020* has been developed in consideration of – and aims to leverage – from the following:

- *Redlands 2030 Community Plan: Creating Our Future*: a plan to achieve the Redland community's vision for the future. It was developed by more than 3000 community members, business people and local organisations and was supported by Redland City Council staff and elected representatives.
- *Redland City Council Corporate Plan 2015 – 2020*: guides the development of Council's Operational Plan and Budget. The Corporate Plan's structure, its underlying values and overarching mission of sustainability (of our diverse places and strong communities) is strongly informed by the Community Plan.
- *Redland City Council 2015 – 2016 Operational Plan*: sets out the work Council plans to do to contribute to the Corporate Plan and the Community Plan.
- *Redlands Planning Scheme*: currently being reviewed to update it for 2015 and beyond. This blueprint for the future development of the city will be known as 'Redland City Plan'.
- *Redland City Economic Development Framework 2014 – 2041*: a framework designed for business and to be driven by an Economic Development Advisory Board, giving business a central role in the future economic growth of the city. Tourism (Accommodation and Food Services) will be represented on the Board.
- *Redlands – Open for Business and Investment*: a snapshot of Redlands' demand drivers for business including demographics, industry profile and projected investment trends.
- *Redlands Transport Plan 2016*: a 15-year integrated transport strategy for developing sustainable transport systems in the Redlands.
- *Mainland Boat Ramp Study 2004*: outlines short-term and long-term infrastructure requirements for public boat ramps (and associated facilities and supporting infrastructure) to provide appropriate services for community access to Moreton Bay.
- *The Queensland Plan*: a plan created by Queenslanders for Queensland that provides a 30-year roadmap for the state's growth and prosperity.
- *Destination Success: the 20-year Plan for Queensland Tourism*: a plan that outlines how the tourism industry in Queensland can be competitive and successful in the long term as well as increase visitor expenditure to \$30 billion by 2020.
- *2014 DestinationQ Forum Final report and 2014 DestinationQ Forum Communique*: outlines four key areas identified at a state tourism forum to develop tourism across the state.
- *The Future of Tourism in Queensland (2013)*, CSIRO (on behalf of the Queensland Government) – outlines global megatrends creating opportunities and challenges that will affect tourism over the coming 20 years.
- *Setting the Direction for the China Market 2012 – 2016*: a Tourism and Events Queensland directions paper to maximise the benefits for Queensland from growing the China market in a sustainable way in partnership with the wider tourism industry and government.
- *Queensland Cycle Strategy 2011-2021*: a Department of Transport and Main Roads strategy that sets the direction for cycling to get more people on bikes for school, work, leisure and shopping trips.
- *Brisbane Visitor Economy Strategy - A Destination Tourism Plan for Brisbane 2014 – 2020*: underpins the partnership of Brisbane's tourism industry, Greater Brisbane councils and the Queensland Government and the shared commitment necessary to meet the goal of growing the value of the industry from \$4.8 billion to \$8.4 billion by 2020 and creation of 80,000 full-time equivalent employment opportunities.
- *A Way Forward for Queensland VICs*: a directions paper produced by Tourism and Events Queensland that captures future thinking about the role of accredited visitor information centres (VICs) as information providers and to inform decision-making by VIC owners, managers, the Queensland Information Centres Association and other VIC stakeholders.
- *South East Queensland Regional Plan 2009 – 2031*: a statutory regional plan that is currently being reviewed.
- *Redlands Rural Futures Strategy 2013*: a report noted by Redland City Council that includes information on the rural economy and uses of rural space in the Redlands.



Raby Bay Harbour, Cleveland

Tourism in the Redlands – a snapshot

Location

Redland City (the Redlands) is a local government area of South East Queensland, located approximately 35 minutes drive or 27 kilometres from the Brisbane CBD.

The Redlands covers an area of 537 square kilometres and is spread along the southern coast of Moreton Bay. It has an estimated resident population of 147,000 individuals, with the majority residing in the suburbs of Alexandra Hills (16,700), Capalaba (16,600), Cleveland (14,400) and Victoria Point (14,800).

Suburbs that have experienced strong population growth over the period 2001 – 2011 include Redland Bay, growing from 6800 residents to 13,600 residents (98% growth), Thornlands, increasing from 7300 to 12,800 (74% growth) and Victoria Point, growing from 12,000 to 14,800 (23% growth) (*Redland City Community Profile, 2015*).

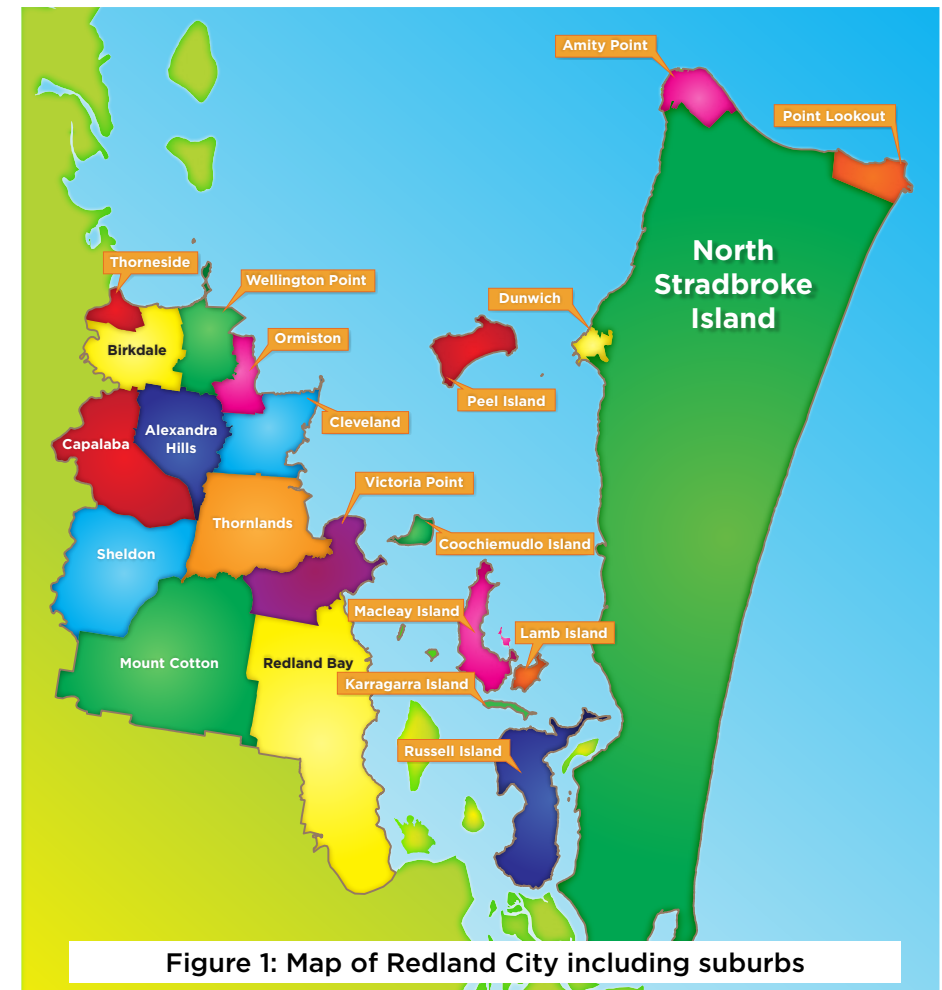


Figure 1: Map of Redland City including suburbs

Market trend assessment

An assessment of global, national, state and regional trends that may currently – or could in the future – impact the Redlands' ability to sustainably grow tourism has been undertaken. To align with State Government planning, the same megatrend categories that were outlined in *The Future of Tourism in Queensland (2013)* have been used. These include:

- **The orient express** – The world economy is shifting from west to east and north to south. This is creating new markets and new sources of competition.
- **The lucky country** – Queensland is a wealthy but expensive destination to visit. The challenge will be to show the “worth it” factor and fetch a price premium.
- **On the move** – Transportation technology will see a continued increase in human mobility. The motivators for travel will also strengthen.
- **Digital whispers** – People are changing the way they access and trust information in an online world.
- **Bolts from the blue** – Climate change and infectious disease outbreaks combined with safety concerns will have increased impact.
- **Great expectations** – Tourists of the future will have expectations for authentic, personalised and friendly experiences.
- **A natural advantage** – In a world where ecological habitats are disappearing, the unique natural assets of Queensland will become a stronger drawcard.

While some of these trends and their implications are similar at a state and local government area level, several have also been included that are viewed as specifically impacting on the Redlands.



Macleay Island artists at work

The Orient Express

Tourism continues to grow internationally

Globally, tourism has grown significantly. The United Nations World Tourism Organisation *Highlights Report (2014)* research highlights:

- constant growth in all tourism sectors including leisure, business, conferencing, visiting friends and relatives, MICE (meetings, incentives, conferences and exhibitions), education trips, food tourism, cruise and special interest markets
- the growing number of destinations worldwide that have recognised that tourism can be a key driver of socio-economic growth via export revenues, the creation of jobs and enterprises and infrastructure development. Tourism has become one of the largest and fastest growing economic sectors globally, with many new destinations emerging in addition to the traditional destinations of Europe and North America
- despite occasional shocks, international tourist arrivals have demonstrated almost uninterrupted growth, increasing from 25 million in 1950 to 278 million in 1980, 528 million in 1995, and 1.09 billion in 2013 – a growth of 291% (or 809 million tourist arrivals)
- Asia and the Pacific (including Australia) recorded the strongest regional growth, with a 6% increase in arrivals. Based on United Nations World Tourism Organisation forecasts, Asia and the Pacific are expected to continue to experience the strongest growth, albeit from a smaller base.

Even with the recent global financial crisis, worldwide tourism figures overall have reflected growth.

City-based market segments constantly look for new day trip and overnight destinations.

The development of new visitor experiences and activities in the Redlands can pick up on the major urban conurbation of South East Queensland's desire for new and easily accessible experiences (particularly because there has been minimal new tourism product created in and around South East Queensland for some time).

Implications for the Redlands

While tourism is not recession proof, it is far more resilient than other economic sectors, as visitor markets often view tourism and travel as a necessity rather than a luxury. This equates to more day trippers coming to visit areas such as the Redlands to escape city-based areas and the Redlands being well located to capitalise on these day tripper needs. To capture this visitor market, there is a need to ensure suitable product exists (including free and pay-for experiences). The packaging of this product with accommodation, food and transport options is also important.



Changing cultural and entertainment tastes of Chinese tourists

Traditionally, Chinese tourists have travelled internationally on highly structured tours. As this market has matured, so has the need for new experiences that they can undertake in smaller groups (mini bus sized special interest tours) and as family groups (using rental cars to explore).

The desire now exists to travel as free independent travellers and without venturing too far from major gateway cities such as Brisbane and the Gold Coast.

The Redlands is geographically well located to pick up on this changing market need especially as this maturing market wants to undertake day trip tours from Brisbane. The Chinese inbound market to Queensland is the largest international visitor market for Queensland, with an estimated 309,000 visitors travelling to Queensland in 2014 (September Year Ending). It is a significant visitor market with high upside growth potential.

Implications for the Redlands

To capture a greater share of the Chinese visitor market there is a need to ensure the Redlands is "China ready" and aligning with the Tourism and Events Queensland China tourism strategy – *Setting the Direction for the China Market 2012 – 2016*. Being "China ready" involves a whole-of-industry approach, from Mandarin speaking tour guides and hotel reception staff, translated signage and maps, the development of quality packaged tours and experiences including more traditional structured tours and those for the growing free independent traveller (FIT) market. While it is not anticipated that the Redlands will target and market to the Chinese tour market directly, the Redlands should focus on leveraging off any marketing programs that are developed by Brisbane Marketing and Tourism and Events Queensland. There will be a subset of the Chinese visitor market looking to undertake experiences outside of Brisbane. The Redlands, located next to Brisbane, is ideally placed to capture this market.

Growth from Asia

Queensland is experiencing an increase in visitors coming from Asia (particularly China, India, Indonesia and Malaysia) but many destinations are not yet ready with product or service standards to capitalise on this growth potential.

These visitors, coming in increasingly larger numbers, are not just after the city-based experiences that Brisbane and the Gold Coast can offer but are looking for unique coastal areas to visit.

The following table highlights the top 10 international visitor markets into Brisbane and the Gold Coast and demonstrates the strength of emerging countries from Asia. The Gold Coast has been included because it has an international airport and feedback has indicated that a number of visitors travel from the Gold Coast into the Redlands.

Table 1: Top 10 visitor source markets – Brisbane and Gold Coast

Brisbane			Gold Coast		
Rank	Country	Number	Rank	Country	Number
1	New Zealand	164,000	1	China	187,000
2	China	131,000	2	New Zealand	185,000
3	United Kingdom	116,000	3	United Kingdom	60,000
4	United States of America	62,000	4	Japan	56,000
5	Germany	48,000	5	Singapore	42,000
6	Taiwan	33,000	6	Malaysia	31,000
7	Hong Kong	30,000	7	United States of America	28,000
8	Korea	28,000	8	India	22,000
9	Singapore	28,000	9	Hong Kong	20,000
10	Canada	26,000	10	Korea	19,000

Source: Gold Coast Regional Snapshot (Year Ending June 2014) and Brisbane Regional Snapshot (Year Ending June 2014), Tourism and Events Queensland.

Implications for the Redlands

The Redlands, being close to Brisbane and the Gold Coast, could start to develop day tours for these visitors (this is obviously dependent on the product able to be created). Simple activities such as fishing, cycling, fruit picking and kayaking could have strong appeal to a number of these international visitor markets who may only visit as day visitors, preferring to stay in city-based accommodation. Introduction of purpose-built Asian style restaurants to offer modern and appropriate food options, possibly in a highly attractive rural or coastal setting, may help grow the day visitor market and also generate investor interest. Supply of appropriate product has to drive demand from these Asian markets that are high yielding for the right product. These markets also tend to bring investor interest with them.



Kayaking in Moreton Bay



Horseshoe Bay, Peel Island

A growing middle class

Greater prosperity, not only within Australia, but internationally, is rapidly growing visitor markets with the disposable income required to go travelling. After visitor markets check off the major local destinations that are currently heavily promoted (Gold Coast and Sunshine Coast), they tend to go looking for the next level of visitor experiences. Domestic and international visitors tend to want to explore and the safer the destination, the greater the desire and comfort in doing so.

Implications for the Redlands

As long as the Redlands has the products to entice the domestic market who are looking for new passive and active experiences and new events, it can benefit from this growing cohort of mostly domestic visitors looking for new experiences within easy access of Brisbane, the Gold Coast as well as the Sunshine Coast. The Redlands needs to be mindful, however, that competition is intense for capturing the domestic market in particular, especially those interstate visitors basing themselves at the Sunshine Coast or Gold Coast and looking for day trip excursions. The low hanging fruit currently for the Redlands is to target the local market from South East Queensland looking for different experiences to undertake. As the product mix in the Redlands grows, the opportunity exists to grow the focus to target a larger cohort of interstate and international visitors.

New competition – developing countries are heavily investing in tourism

The challenge for Australia is that the level of competition from developing countries to attract tourists is intense and the level of investment occurring is significant. From work undertaken throughout South East Asia and the Pacific, it can be seen that many countries are recognising the importance of the tourism sector in its economic growth and are increasing their investment in the sector.

Implications for the Redlands

While growing tourism investment and reducing barriers to investment is more of a national and state issue, for the Redlands to be far more competitive as a tourist region within Australia, encouraging new tourism product and infrastructure investment is crucial. From work undertaken in the surrounding regions throughout Brisbane and South East Queensland, it is noted that most councils are actively looking to encourage investment and development into new and improved facilities in order to grow their share of visitor numbers and, more importantly, visitor yield. The Redlands must therefore look to introduce tourism product (new accommodation, attractions/experiences and supporting infrastructure) to strengthen its competitive position to better meet the needs of specific markets. On a national and state level, without new investment occurring into new tourism product within Australia to attract local, intrastate, interstate and international visitors, visitor growth opportunities are likely to be slow to eventuate. Currently, Australia has slipped behind most Asian destinations in the level of new tourism product on offer.

Youth market – more mobile with more wealth

Of all visitors to Australia in 2014, an estimated 592,000 (9%) were backpackers. This is an increase of 8000 visitors (2%) on the previous year.

More than half of these visitors to Australia (56% or 333,000) visited Queensland (*International Visitors, Visitor Nights and Regional Expenditure by State/Territory visited (Year Ending September 2014), Tourism Research Australia*).

Tourism Research Australia data also demonstrates that:

- of the backpackers visiting Queensland, 124,000 trips were to the Gold Coast, 208,000 trips were to Brisbane and 254,000 trips were to regional Queensland, which is significant
- in 2014, backpacker expenditure represented a significant 55% of total regional visitor expenditure within regional Queensland, 32% of regional spending in Brisbane and 14% of regional spending
- in Australia, the majority of backpacker spend was on 'food, drink and accommodation' (38% of total backpacker expenditure, followed by 'pre-paid international airfares' (19%) and organised tours and education fees at 5% each (*Total Expenditure by item of expenditure, for International visitors - Backpackers and Non-Backpackers (Year Ending September 2014), Tourism Research Australia*).

Globally, trends are indicating that the youth market (under 25s) is growing. This includes backpackers, school-based excursions, school exchanges and younger people travelling with more confidence as they leave school or during their university holidays or work breaks. These younger travellers have often benefited from the experiences their parents have given them and now have a taste for better quality dining, accommodation and activities/attractions.

In Queensland, international backpacker visitation since 2006 totalled between 250,000 to 300,000 visitors per year and visitor nights ranged from 4.2 million to 5.3 million (*The Future of Tourism in Queensland, 2013*). In recent years backpacker numbers have declined slightly but there are no discernible longer term trends. The value of the Australian dollar relative to the US dollar and the Euro may be a key driver of future growth as there is a clear correlation between the rise of the Australian dollar and a decline in backpacker numbers.

Implications for the Redlands

The Redlands can capitalise on this youth market providing it can supply the active pursuits this segment is often looking for. For the short to medium-term, this may mean focusing on potential new activities associated with paddle boarding, quad biking, kayaking, mountain biking, outdoor dining options, small yacht charters and other passive and active pursuits. The youth market has often benefited from travel and holidays traditionally funded by parents. This has led to generations (Generation Y and Generation Z) who do not wish to go without the experiences that their parents exposed them to. More disposable income is therefore applied by this sector of the market to travel. The Redlands would need to create the product opportunities for this sector to produce sufficient brag value to attract them. To capture the backpacker market already travelling to Brisbane and the Gold Coast, an opportunity exists to package existing and new product and to market these at hostels in both locations. The packages could include transport options for getting to the Redlands, low cost but quality accommodation, food and beverage and experiences that can be undertaken over two-to-three days.



The Gorge Walk, North Stradbroke Island

Older age groups have different preferences to other age groups

With Australia's ageing population, it is important to understand the impact this market will have on tourism in the future and the preferences that this market has when travelling domestically. Common traits/preferences include (but are not limited to):

- typically, those that have exited the labour force tend to have relatively long trips at relatively low expenditure levels per night
- a relatively high proportion stay in caravan parks or commercial camping grounds and they are more likely to undertake cultural and heritage activities, visit local attractions as well as visit friends and relatives. In terms of activities enjoyed while on holidays, eating out has become more popular with this age group over recent years.

Implications for the Redlands

The Redlands should be able to offer greater appeal to older age groups (often coming on tour buses such as Probus clubs) looking for passive-based experiences and who are keen to use ferry services to the islands. Offering coastal walkways and picnic sites are important elements of infrastructure to also appeal to these older visitors.

The lucky country

The increasing cost of visiting Australia

The relative strength of the Australian dollar against some generating markets currencies i.e. most South East Asian generating markets make travelling to Australia expensive. Online travel blogs including *YTravel.com*, *Traveller.com.au* and *Lonelyplanet.com* indicate that Australia is a “premium destination that comes with a price tag”.

Implications for the Redlands

The Redlands needs to be as value-driven as possible. Consumers will continue to look for value-adds being offered to make packages more attractive. Additionally, it is important that the Redlands ensures the quality of the product it is offering matches the price being charged. Those visitor markets looking for a premium experience often do not mind paying a higher price as long as the price matches the quality. Currently, the Redlands has five-star natural attributes but lacks the same level of quality of built facilities to promote to a variety of higher spending domestic and international markets. Undertaking quality audits and educating operators on national and international quality standards is desirable for the Redlands.

Overseas holidays are getting cheaper

With increasing low-cost carrier flights from Brisbane and the Gold Coast, there is increasing competition from Asia and Pacific Island destinations to lure the domestic market offshore, even for short breaks (three-to-four days). What many of these destinations are doing is offering holidays that are completely packaged (flights, accommodation, transfers, food and activities). This is seen as highly appealing for the short break outbound market that is often time poor and looking for an all-inclusive package.

Implications for the Redlands

Redland operators need to remain value driven and look for value added components to offer in order to be competitive. Identifying and promoting inclusive package deals will also assist the Redlands to become more competitive and attractive in a broader domestic market as well as to locals from South East Queensland.



Ormiston House, Ormiston



Point O'Halloran

The effect of holiday budgets on holiday destinations

The Future of Tourism in Queensland (2013) report highlighted a number of trends surrounding the effect of holiday budgets on holiday destinations, including (but not limited to):

- a report in 2008 found that travel and holidays are one of the most expensive items purchased regularly by households globally and represents a significant proportion of the total household budget (*Twenty years on and 10 years after the Internet: The state of eTourism research (2008)*, Dimitrios Buhalis and Rob Law)
- when given the opportunity, Australians preferred to travel overseas for a holiday as opposed to visiting domestic destinations as they considered it better value.

Many Australians favour overseas holiday destinations that appear to be more exotic, are only marginally more expensive to undertake, offer something unattainable at home, offer better service standards and have better quality facilities.

Implications for the Redlands

While this trend has implications on a national level, to remain competitive in the interstate and intrastate visitor markets the Redlands needs to focus on offering more up-to-date product that matches consumer demand, higher service standards and better quality infrastructure in the form of coastal walkways, cycle ways, integrated ferry hubs with supporting cafés, bars and restaurants.

Staffing challenges

Increasing challenges in attracting and keeping semi-skilled and skilled staff and the impact of penalty rates during weekends and in the evening on business viability are major challenges for most operators.

The lack of adequate service standards is a nation-wide problem and many operators are finding it easier to fill staff vacancies with those coming on working holiday visas that have better customer service skills than local workers.

Implications for the Redlands

The Redlands needs cafes and retailers open, especially during weekend periods when events are on and visitors are looking to spend. Working with TAFE Queensland and other education providers to help provide tourism and hospitality traineeships and apprenticeships needs to be considered. The Redlands needs to be vigilant in ensuring that tourism and retail operators are providing good quality customer service and taking advantage of the numerous Queensland and Australian Government training and upskilling programs that are available.

On the move

Cruise ship numbers on the rise

The cruise industry globally is booming and is being reported as “the fastest growing segment of the travel industry” (*The Global Cruise Boom, P&O Cruises, www.pocruises.com.au/aboutus/news/pages/theglobalcruiseboom.aspx*).

Sustained growth is anticipated globally, spurred on by larger cruise ships that are able to cater for greater numbers of passengers.

From 2013–2015, the number of cruise ships scheduled to arrive in the Port of Brisbane grew by 23%, increasing from 112 arrivals to 145 arrivals (*Cruise Liner Schedules from the Port of Brisbane, http://www.portbris.com.au/*).

The widening of the Panama Canal and industry focus on the South West Pacific creates potential for significant cruise ship growth in Australia, providing the infrastructure exists to match the demand. This market is also highly seasonal, coming from October-March because of the northern hemisphere winter.

Implications for the Redlands

As the Redlands is close to Brisbane and the Gold Coast, it has the potential to link into land-based tours offered by cruise ship companies. Offering day tour companies a cluster of experiences that are able to be undertaken in the Redlands (walks and cycle trails, art trails, food and beverage experiences, food trails and events) and packaging these up for promoting to the tour companies would be required. It is important to note, however, that there is intense competition for these cruise visitors as they are often very high spending visitors. In many instances, land-based tours for cruise passengers are short and require a highly focused tour to a cluster of activities/experiences over a two-to-three hour period before passengers are brought back to the vessel to dine. The Redlands should also investigate linking with neighbouring regions to offer a mix of complementary product options. This approach is also useful for growing partnerships to share the risks and the benefits.

A holiday while studying

According to *The Future of Tourism in Queensland (2013)* report, international students make a contribution to tourism by visiting places of interest, purchasing souvenirs, undertaking casual work in hospitality and visits by friends and relatives. It is estimated that each overseas student taking a course in higher education was visited by an average of 1.3 people during the course of their stay, generating \$1.2 billion each year for the Australian economy.

Implications for the Redlands

The Redlands might not have large university campuses but it can easily offer recreational pursuits for students studying in nearby areas and visiting family members to enjoy. These visitors are often motivated by short break holidays that are able to be packaged up, enabling them to travel during free time on weekends and university holidays. Asian students in particular are after safe destinations to travel to – something that the Redlands is able to offer and should promote when packaging products and targeting these students.



Bicycles and tourism

Globally, cycling as a mode of transport and tourism activity has experienced strong growth, which is anticipated to continue into the future. This growth is demonstrated by:

- works on the EuroVelo network, a cycle route in Europe that is estimated to handle 45.2 million trips and generate 5 billion Euros per annum. Once completed (estimated for 2020), the route will provide a network of high-quality cycling routes that connect the whole of Europe (<http://www.eurovelo.org/>)
- expenditure in the New Zealand bicycle tourism sector is anticipated to double from 2009 levels to around \$640 million (New Zealand dollars) per year with the creation of a national mountain biking trail through both the North and South islands at a cost of \$56 million (New Zealand dollars). Australians are also rapidly increasing their use of bicycles as a mode of transport (*The Future of Tourism in Queensland, 2013*)
- in Queensland, 134,200 people use bicycles to travel to/from work and travel to non-study destinations i.e. a trip to a café (*Queensland Cycle Strategy 2011-2021*)
- as part of the Queensland Government's recognition of the strength of cycling tourism, the State has invested \$8.8 million and developed three regional recreation trails including two biking trails being the Brisbane Valley Rail Trail and the Boonah to Ipswich Trail.

Implications for the Redlands

The Redlands, with its quality natural environment and ideal topography, could provide a series of cycling trails (both street circuits and mountain biking) to capture this growing market. This could include the development of a cycling event. When developing trails, it is important that the length, approximate time to complete the trail and the level of intensity of the trail is visible for all participants.



Cleveland

Digital impact

Internet usage continues to grow

Increasingly, tourists are booking their holidays online as opposed to the more traditional methods of telephone and booking in person. Research indicates:

- 49% of Britons booked a holiday overseas online in 2013 (*ABTA reveals online holiday booking habits, ABTA, <http://abta.com/news-and-views/news/abta-reveals-online-holiday-booking-habits>*)
- Roy Morgan research indicates that the internet has become the most popular method used by Australians to book a holiday, with 39% of Australians booking their holidays online (*Increasing use of the Internet to book a holiday, 2010, Roy Morgan Research*)
- similar research undertaken in 2011 (one year after the Australian research) by Roy Morgan indicates that 41% of New Zealanders used the internet or email to book their last holiday or leisure trip (*Increasing percentage of New Zealanders book holidays through the Internet, 2011, Roy Morgan Research*)
- Australians still favour making bookings directly via individual supplier websites, such as individual hotels and bed and breakfasts with research indicating that 82% of online bookings in Australia in 2013 were made directly via supplier websites (*Tourism series, part 1: six online trends shaping travel and tourism, 2014, <https://www.securepay.com.au/insights/articles/travel-and-tourism-six-online-trends-shaping-the-industry>*)
- in the United States of America, 39% of travel bookings in 2011 were made online (*US online travel market share stalling and suppliers rule, Tnooz, <http://www.tnooz.com/article/phocuswright-us-online-travel-market-share-stalling-and-suppliers-rule/>*).

These trends are expected to continue, with individuals booking online for a range of reasons including (but not limited to): the ease of doing so, the ability to shop around for more economical options, the ability to read reviews of product, particularly accommodation as well as the packaging opportunities that are available.

All trends further emphasise the need for an online presence for tourism destinations, particularly including an online presence that is the “face” of the destination. This ensures that while some operators within a destination may be struggling to get their business “online”, they are still able to have some exposure via the destination website.

Furthermore, this growing use of online booking facilities and using the internet to research destinations means that social media is becoming increasingly important for driving awareness of a destination. A recent European study indicated that more than 69% of travellers used travel review websites as their primary source of information for planning travel (*Trust Online – Study on Online Hotel Reviews, http://www.european-consumer-summit.eu/2014/doc/Hotel%20On-line%20user%20reviews_Workshop%20discussion%20document.pdf*).

Implications for the Redlands

There is a need for the Redlands to ensure it not only has a destination website in place but also a social media strategy to manage, on a daily basis, the marketing exposure of the Redlands as well as online feedback. Negative feedback on TripAdvisor, Yelp, Facebook and other travel-related websites can quickly impact on businesses and even destinations. The Redlands needs to take advantage of increased and improved information flows to use visitors as a marketing tool to encourage others to visit by effective word-of-mouth advertising. This will also require ongoing improvements in service standards to better deliver to all visitor market segments. Continuing into the future, it is important that all tourism operators within the Redlands are encouraged to introduce an online presence. This could include linking into the proposed Redlands destination website or using OTAs (online travel agencies) to promote their product. The product audit that was undertaken as desktop research as part of this Tourism Strategy revealed the challenge associated with old websites is that either they have not been updated because the business is no longer operating (but based on their web presence, they appear to be operating) or the business owners are lacking the expertise required. As a result, visitors are given a false impression of what is and is not available within the Redlands region. Websites not well maintained will quickly turn off potential visitor interest. The Redlands needs to focus on a strong, accurate and reliable online marketing and promotional presence to encourage a broad visitor base. Any focus on visitor services needs to be heavily weighted toward online activity and away from traditional bricks and mortar style visitor information centres or similar facilities.



Increased internet usage on smart phones

While not currently the main medium that is used to make online bookings (desktop computers and laptops are currently number one), there is a growing trend of smart phone and tablet usage for online bookings, with more than 40% of travel bookings in the United States of America in the first half of 2014 being undertaken on mobile devices. This was up 20% for the same period in 2013 (*The travel industry is booming on smartphones as mobile bookings hit 40 percent*, VB News, <http://venturebeat.com/2014/09/19/travel-bookings-by-mobile-devices-in-u-s-now-at-40-percent-and-growing-report/>).

Global research indicates that by 2017 mobile devices are forecast to account for more than 30% of online travel value sales globally (*Australia-New Zealand: OTAs Steal Share of Supplier-Dominated Online Travel Market*, <http://www.phocuswright.com/Travel-Research/Research-Updates/2013/Australia-New-Zealand-OTAs-Steal-Share-of-Supplier-Dominated-Online-Travel-Market#.VRlyKvmUcYE>).

Therefore, there is a growing expectation by visitors globally to be able to access information, maps, brochures, booking facilities and self-guided tours via a smart phone app or smart phone accessible website.

Implications for the Redlands

There is a need for the Redlands to either develop their own smart phone application or mobile accessible website, or link in closely with that developed by Brisbane Marketing. It is interesting to note that while the move to mobile travel bookings is proven, generally this applies more to booking local trips rather than more expensive overseas holidays. This is important as it demonstrates the need for the Redlands to link closely with Brisbane to become a “must do” day trip and, over time, develop this into overnight experiences.

Sources of visitor information

The increasing use of the internet for researching and booking travel is correlated with a decline in the use of visitor information centres throughout Australia.

Research indicates that, on average, visitor information centres tend to only capture five to 15% of the visitor market into a destination, leaving 85% of the market to be serviced through other means. Additionally, out of 23 visitor information centres recently assessed throughout Australia and New Zealand, the average annual operating loss is close to \$200,000 per annum. Often, council's dedicate a large majority (or all) of their tourism budgets to the running of a visitor information centre.

Implications for the Redlands

The question being posed currently by many councils is around how they can better spend their tourism budgets to cater for a larger proportion of visitors and to better service the bulk of their visitors, rather than a small percentage. The Redlands needs to re-evaluate its current investment into visitor information services (and specifically, its visitor information centre) to maximise its return on investment.



Bolts from the blue

Australia is a relatively safe tourist destination

Australia continues to be viewed as a relatively safe tourist destination, with the country being virtually free of all life-threatening tropical diseases. Furthermore, Australia has comparatively fewer transportation incidents when compared with some other countries and lower crime rates (*Intentional homicide count and rate per 100,000 population, by country/territory (2000-2012)*, Vienna, Austria: United Nations Office on Drugs and Crime, UNODC).

Research undertaken by Tourism Australia on Australia's international visitor market (United States of America, New Zealand, Singapore, Malaysia, Korea, Japan, China, India, Germany and the United Kingdom) found that one of the primary factors that influences choosing a holiday destination is whether it offers "a safe and secure destination" (*Australia Consumer Demand Research, Australia Tourism Summit 2013, Tourism Australia*).

Implications for the Redlands

The relevance of Australia being a safe tourist destination will grow significantly over time. The Redlands needs to be positioned to take advantage of Australia's low-risk status. Offering safe coastal areas (beaches) and attractive and safe bushwalking and coastal walkways as well as quality purpose-built cycle paths will help position the Redlands as a safe and attractive destination with broad appeal.



Wellington Point



North Stradbroke Island

Great expectations

An increasing desire for authentic experiences

United Nations World Tourism Organisation (UNWTO) research indicates that visitor markets are searching for more genuine and authentic experiences, combined with outdoor activities to stimulate both mind and body. Additionally, the global interest in the environment has increased the desire of visitors to experience outdoor attractions, and the aspiration for a healthier lifestyle has encouraged visitors to seek more active experiences while travelling (UNWTO Capacity Building Workshop, Adventure Tourism - <http://themis.unwto.org/event/application-unwto-capacity-building-workshop-adventure-tourism-understanding-and-developing-sa>).

Implications for the Redlands

The Redlands should promote the outdoor experiences that the local government area has on offer, including local beaches, development of a mainland foreshore walk, inclusion of additional marine infrastructure to encourage more water-based activity and linking these experiences with food and beverage and accommodation offerings. There is also an opportunity to package and grow the day spa/wellness centre products that already exist in the Redlands.

Friends and relatives are an important motivation for domestic visits

The visiting friends and relatives (VFR) market is an important visitor market for Queensland, representing 22% of all international visitation (*International tourism (a)(b): Number of visitors and visitor nights, by main reason of visit, Qld, 2005–06 to 2013–14*) and 37% of all domestic visitation to Queensland in 2014 (*Domestic Tourism Snapshot (Year Ending June 2014), Tourism and Events Queensland*).

While the holiday market is the dominant visitor market (comprising 59% of international visitation and 44% of domestic visitation), the VFR sector has experienced significant growth, especially when compared with the holiday market. Importantly:

- over the period 2013–2014, holiday trips by domestic visitors to Queensland increased by 2% (699,000 visitors), compared with VFR visits that grew by 8% (2.12 million visitors)
- during the period 2006–2014, holiday trips by international visitors to Queensland declined by 17% (247,000 visitors), compared with VFR visits that grew by 40% (127,000 visitors).

Implications for the Redlands

Addressing community concerns about tourism may help in the successful implementation and garner greater support from the community. The creation of a tourism awareness program for the Redlands is advocated to highlight myriad economic and social benefits it can provide as well as ways to avoid negative impacts occurring.

Natural advantage

Global biodiversity and natural habitats are disappearing at alarming rates. Those areas of remaining pristine natural habitats are of increasing value. As the world's population grows and becomes increasingly urbanised, tourists are often drawn to quality nature-based experiences. Queensland's natural assets will become an increasingly important drawcard. The Redlands needs to capitalise on its natural habitat strengths and promote the easy access to them.

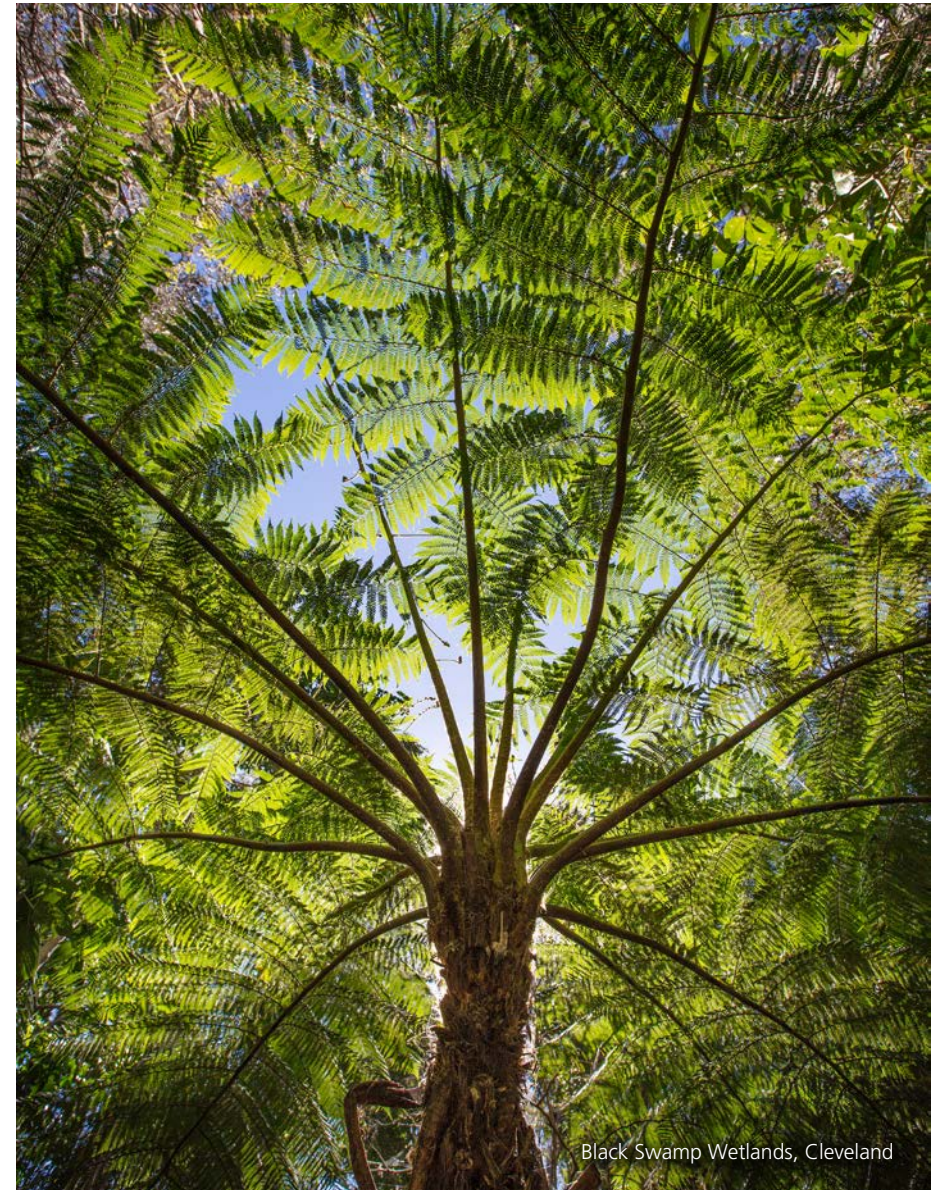
Nature as Australia's drawcard for tourists

One of Australia's primary selling features is its scenery and natural attractors such as beaches and the bush. Tourism Australia's research in 2011 found that Australia's most appealing attractions are beaches (53% of respondents), wildlife (46%), the Great Barrier Reef (44%), rainforests and national parks (42%) and unspoilt natural wilderness (40%) – demonstrating that natural-based attractions are considered to be the top five most appealing attractions in Australia (*The Future of Tourism in Queensland, 2013*).

Additionally, research undertaken on Australia's international visitor markets found that Australia's biggest strengths included "world class nature" and "coastal scenery" (*Australia Consumer Demand Research, Australia Tourism Summit 2013, Tourism Australia*).

Implications for the Redlands

The challenge for the Redlands is that all of Australia is able to offer attractive nature-based experiences, including urban and city environments. Additionally, the Redlands also faces the challenge that it is not well known as a region (despite locations within the Redlands such as North Stradbroke Island being very well known locally), so a product-based marketing program to raise the profile of the local government area and attract visitors to experience activities close to Brisbane is required. The Redlands needs to market its close proximity to Brisbane and the Gold Coast (as major international gateways) to encourage a range of visitor markets to undertake day trip excursions for nature-based experiences but it also needs to have first-class tour operators to provide quality nature-based experiences. Quality tour guiding is also required.



Black Swamp Wetlands, Cleveland

Greater urbanisation is likely to increase the desire for nature

The greater the urban density in Brisbane, the greater the demand to escape city/urban pressures by taking day or short break excursions to the Redlands.

Implications for the Redlands

The South East Queensland local market wants easily accessible experiences. As there is significant competition to capture these markets from neighbouring regions, the Redlands has to look at a marketing program that raises awareness of where and what the local government area is, and links to specific products. The Redlands needs to be actively marketing to the local market and to raise their awareness of the product that is available within the local government area.

Australians prefer Australian beaches

Research by Tourism Australia in 2013 found that Australians rate their beaches as being among the best in the world. An estimated 60% of Australians consider Australia's beach destinations to be better than those in many other destinations, including Bali, Fiji and Thailand, and, if presented with the opportunity between a domestic and overseas beach holiday, just under one-third would be more likely to take a beach holiday in Australia. This demonstrates that beaches are visitor drawcards, not only amongst international visitors but also amongst domestic visitors.

Implications for the Redlands

The beach experiences within the Redlands offer a potentially appealing passive product that provides a landscape for various passive and active experiences such as picnics, rest and relaxation as well as more active pursuits.





Cylinder Beach, North Stradbroke Island



How Redlands fits with the Greater Brisbane Region

Redland City is included within the Brisbane region, as defined by Tourism and Events Queensland. Within this region, the Redlands local government area is broken up into Redlands and North Stradbroke Island, and is included in the “Greater Brisbane” destination of the Brisbane region (see Figure 2). For tourism, the regional tourism organisation is Brisbane Marketing.

Figure 2: The surrounding regions



In developing the *Greater Brisbane Region’s Brisbane Visitor Economy Strategy - A Destination Tourism Plan for Brisbane 2014 – 2020*, Brisbane Marketing consulted with Council and Redland tourism operators.

In order to meet a target of growing the value of the region’s tourism industry by \$3.6 billion (from \$4.8 billion to \$8.4 billion) by 2020 and creating 80,000 full-time equivalent employment opportunities, the strategy focuses on activity around three catalytic areas:

1. Building on the strong foundations of continued economic and population growth – delivering increased investment and tourism demand.
2. Leveraging the region’s destination advantage – delivering improved visitor experiences.
3. Embracing Brisbane’s natural advantage – delivering competitive advantage.

The following priorities were collectively identified for the Redlands:

Build on strong economic foundations

- Extend market share, length of stay and the value of tourism to the Redlands.
- Establish a positive climate for sustainable development through town and strategic planning.
- Encourage investment in tourism accommodation.
- Develop a working group with industry and government representation to develop an overarching strategic plan for the transition from mining to tourism on North Stradbroke Island.
- Create new precincts (destinations) that meet the needs of locals and visitors with tourism-orientated development, facilities, infrastructure and marketing.
- Improve connectivity through transport, communication technology, industry unity and education.

Leverage the destination advantage

- Build a positive image for the region and support the local way of life while embracing our Indigenous history and living culture.
- Become a year-round destination leveraging our climate and range of activities and experiences.
- Activate public spaces for festivals and events and actively assist event organisers to hold events in the Redlands.
- Meet and exceed our customer expectations for tourism products, experiences and facilities.

Embrace Greater Brisbane Region's natural advantage

- Identify the experiences that provide the Redlands with a regional, national and international competitive advantage by leading marketing efforts around hero products.
- Empower a coordinated tourism industry voice to help lead and drive tourism initiatives for the tourism sector in the Redlands.

A catalyst project included in the strategy is to extend the 'Give me Brisbane Any Day' campaign into local, visiting friend and relatives, interstate and event promotion to lift preference and visitation to the region. Redlands is included in this campaign.

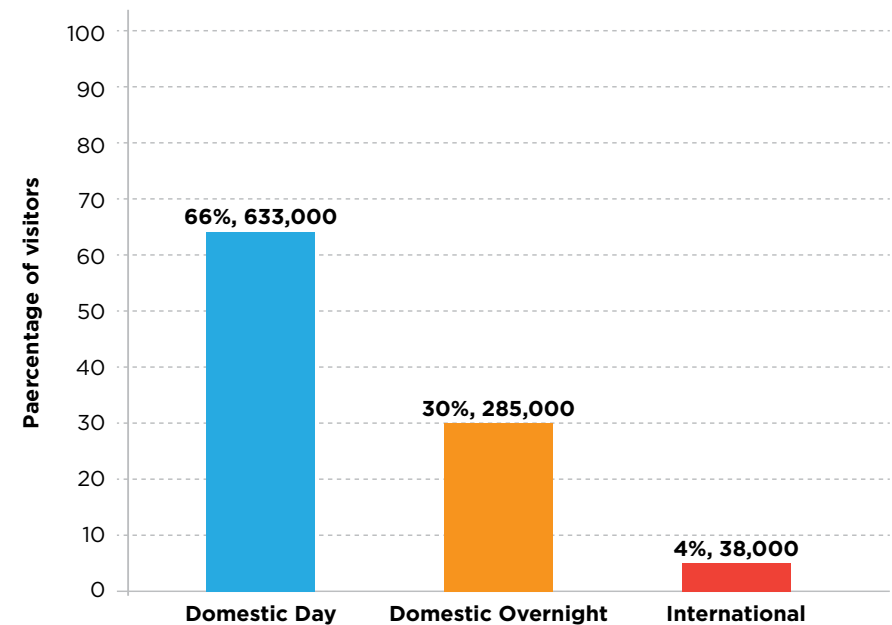
It is the intent that targets set in *Brisbane Visitor Economy Strategy - A Destination Tourism Plan for Brisbane 2014 – 2020* will contribute to achieving the target set in the Queensland Government's *Destination Success: the 20 year Plan for Queensland Tourism* – to increase visitor expenditure in Queensland to \$30 billion by 2020.

Visitation to Redland City

Total visitation

Over the four-year period from December 2009 – 2012, visitation to Redlands has averaged 956,000 visitors per annum. The majority of visitors to the region are domestic day trippers, comprising 66% (633,000) of visitors per annum (see Figure 3). This is followed by domestic overnight visitors at 30% (285,000) and international visitors at 4% (38,000).

Figure 3: Visitation to Redland City, four-year average 2009 – 2012



Source: Redlands Tourism Profile, average annual data from year ending December 2009 to December 2012, Tourism and Events Queensland.

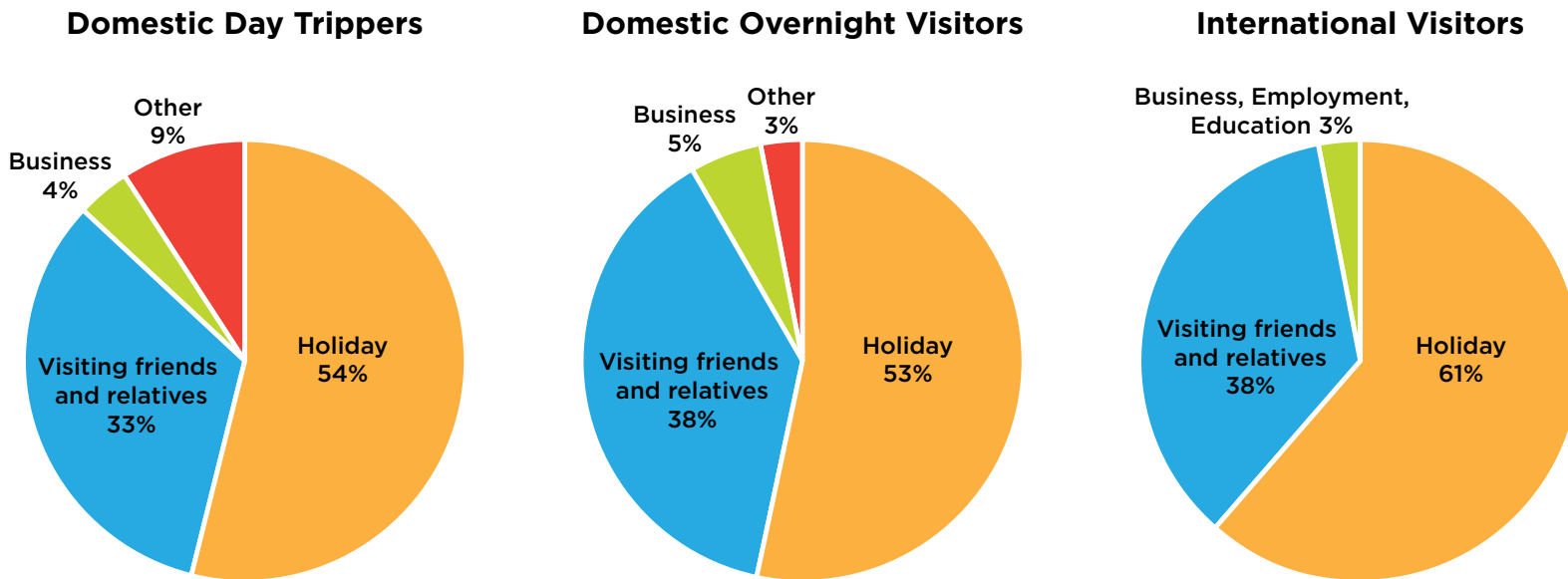


Wellington Point

Purpose of visit

Visitor data for the Redlands reflects that it is a holiday destination, with the majority of visitors travelling to the area for a holiday or to visit friends and relatives (visiting friends and relatives, or VFR, are generally considered a holiday market); this applies to all visitor types, as demonstrated in Figure 4. For many, holidays are associated with time spent on the islands.

Figure 4: Purpose of visit to Redlands, four-year average 2009 - 2012



Source: Redlands Tourism Profile, average annual data from year ending December 2009 to December 2012, Tourism and Events Queensland.

Niche visitor markets

Based on Tourism and Events Queensland data, the largest visitor source market for Queensland is the domestic visitor market, including both interstate and intrastate visits (representing 96% of total visitation to Queensland). Note: these are visits rather than visitors so a reasonable percentage are likely to be repeat visitors undertaking multiple trips per annum.

International markets have traditionally been comprised primarily of New Zealanders, Europeans, those from the United Kingdom, Japan, China and the United States of America. There are also a range of emerging international markets including India and South East Asia but these only represent 3% of all visitors.

The Queensland Government has classified a number of niche visitor markets for the state. To ensure the Redlands can effectively integrate with Tourism and Events Queensland marketing programs, the same classification of niche visitor markets has been used.

These markets include:

- Backpacker tourism
- Ecotourism
- Indigenous tourism
- Small luxury lodges
- Cruise shipping, military visits and super yachts
- Food and wine tourism
- Education tourism and international student market
- Sports-based tourism and events
- Medical and wellness tourism
- Drive tourism
- Cultural tourism.

While these markets have been identified as niche visitor markets, the methodology for collecting data has recently changed at Tourism and Events Queensland. As such, the size of the markets in Queensland is not able to be quantified at the state level, let alone at a local government area level. This poses a challenge when trying to realistically assess the size of these important niche markets based on empirical data.



Dining at Mount Cotton



North Stradbroke Island

Markets for the Redlands to focus on

To determine the niche markets the Redlands should focus on, trend data/research sourced primarily from Tourism Australia and Tourism and Events Queensland and consultation feedback has been utilised to ascertain the markets that present the most valuable opportunities for the Redlands through a mix of qualitative assessment and the application of national level data applied to a state level.

The local South East Queensland market, while not strictly regarded as a niche market, also offers significant opportunities for the Redlands. This market includes:

- Brisbane day visitor market coming for beach and casual shopping/dining experiences
- Brisbane overnight short break market (long weekend) coming for yachting, fishing, glamping, kayaking tours, arts and cultural programs and food trails
- Older groups market i.e. Probus clubs looking for day tour experiences centred on ferry trip excursions, lunches and picnics and visiting art fairs and food trails
- Gold Coast and Hinterland day visitor market coming for fishing, art and food trails and picnics
- Gold Coast and Hinterland overnight short break market coming for yachting, fishing, glamping, kayaking tours, arts and cultural programs and food trails.

A list of the niche markets offering the best opportunities for the Redlands is outlined in Table 2.

Table 2: Priority niche markets for the Redlands

International backpacker market	<ul style="list-style-type: none"> • Day excursions and 1-2 night beach camping and cycling excursions
International cruise ship market	<ul style="list-style-type: none"> • Half-day tours to offer art and food and wine trails • Potential link to half-day eco tours and Indigenous product, ideally combined
International and interstate eco-tourism	<ul style="list-style-type: none"> • Overnight glamping • Day nature tours looking at marine and land-based wildlife • International day visitors looking for quality Indigenous tours
Local, intrastate and interstate food and cultural tourism	<ul style="list-style-type: none"> • Food trails and events for day visitors based in Brisbane or the Gold Coast • Art trails and events for day visitors based in Brisbane or the Gold Coast • Locals from South East Queensland coming for art and food trails and events
Student market	<ul style="list-style-type: none"> • Day excursion market for international tertiary students based at campuses in South East Queensland for passive and active recreational pursuits • Local South East Queensland high school market for day excursions to see ecotourism and Indigenous products

Tourism product audit

Based on desktop research and consultation, the following table provides a supply audit of the Redlands tourism product (excluding food and beverage as well as retail providers).

The audit identified 158 tourism related experiences ranging from cultural experiences to adventure and recreation experiences. Table 3 provides a breakdown of these experiences, based on their location.

Table 3: Redlands tourism product audit

	North Stradbroke Island	Redlands mainland	Southern Moreton Bay Islands	Coochiemudlo Island	Total
Adventure	2	10	1	0	13
Education	1	1	0	0	2
Health and Beauty	0	4	0	0	4
Hire Company	1	3	1	1	6
Museum/Art Gallery/Cultural	4	7	1	0	12
Parks, Beaches and Recreation	20	62	11	7	100
Tour Operator	8	3	1	0	12
Transport	3	3	1	0	7
Winery/Brewery	0	2	0	0	2
Total	39	95	16	8	158

It is important to note that this product audit captures only those operators who are listed on Council's tourism database and website, Brisbane Marketing's 'Visit Brisbane' website as well as those who attended or were spoken about during the consultation for this Strategy. It is important to understand that because there are a number of operators in the Redlands who do not have a web presence, they may not be captured in this audit.

As demonstrated by the audit, there are a significant number of free parks, beaches and recreation-based tourism product, representing 63% of all tourism product identified in the local government area. These should be considered valuable recreation assets rather than tourism product.

The focus for this Tourism Strategy is more aligned with Council's desire for improving the economic performance that tourism contributes to the local economy. Commissionable product is needed to stimulate more marketing potential, new investment and development, and greater job creation. This last point is particularly significant as many stakeholders noted the drift of younger people out of the Redlands in search of employment.



Accommodation audit

The following table provides a summary list of accommodation available throughout the Redlands. While the Redlands has a wide variety of Bed and Breakfasts (B&Bs) and guesthouses, the summary demonstrates that there is a distinct lack of larger scale or branded accommodation properties. It is important to note the accommodation summary list excludes holiday home rentals and focuses on commercial accommodation product.

Table 4: Redlands accommodation audit

	North Stradbroke Island	Redlands mainland	Southern Moreton Bay Islands	Coochiemudlo Island	Total
B&B	1	5	4	0	10
Cabins	3	0	0	0	3
Camping Ground	9	1	0	0	10
Caravan Park	2	4	0	0	6
Guesthouse	1	1	4	3	9
Hotel	1	0	0	0	1
Villas/Resort	9	1	0	0	10
Motel	0	8	1	0	9
Total	26	20	9	3	58

The summary list was compiled based on online database searches from Wotif, TripAdvisor, Google, Visit Brisbane as well as Council's website. As stated previously, because there are many operators in the Redlands who are yet to 'go online' with their tourism business, there may be operators who have not been included in this summary list.

The distribution of commercial accommodation identified for the Redlands is as follows:

- **Redlands mainland:**
20 properties
- **North Stradbroke Island:**
26 properties
- **Southern Moreton Bay Islands:**
nine properties
- **Coochiemudlo Island:**
three properties.

The number of holiday home properties (those listed on Stayz.com.au) within each of the different 'parts' of the Redlands identified were:

- **Redlands mainland:**
31 holiday homes
- **North Stradbroke Island:**
276 holiday homes
- **Southern Moreton Bay Islands:**
14 holiday homes (the majority are on Macleay Island)
- **Coochiemudlo Island:**
three homes.

The significance of the accommodation mix on North Stradbroke can be seen in the number of holiday homes that comprise more than 70% of the total accommodation (commercial and holiday homes) available within the Redlands.

The changing role of visitor information centres

Research on the future of visitor information services

The Sunshine Coast Regional Council recently undertook significant secondary consumer research across Australia and New Zealand as part of their Visitor Information Centres Review. This research should be considered relevant and useful to the Redlands regarding visitor information services.

The research has been utilised (where appropriate) as it contains findings that highlight the future use by consumers of visitor information centres in addition to providing details on the impact of technology and the potential role it will play in providing visitor information services for the future. It is based on an online consumer survey of 500 respondents nationwide, with an additional 60 based in New Zealand.

The key findings from the survey that highlight future trends for visitor information services include:

- the top three types of information sought prior to visiting a destination (gathered from websites or phone calls) include (in order of popularity): accommodation information, attraction information and information on “things to do” (indoor or outdoor experiences)
- regarding sources that were accessed to gain this information, the top three sources included (in order of popularity): general websites, destination specific websites and government tourism websites. Other information sources included word-of-mouth recommendations, brochures and phone calls made directly to visitor information centres. The popularity of websites for data gathering indicates the importance of having a strong, relevant and updated tourist information website
- the top five forms of information gathered either over the phone or via the web from a visitor information centre prior to visiting included (in order of popularity): maps, directions, brochure information, general advice and event and festival information
- the most useful sources of tourist information indicated were websites, brochures, guidebooks and word-of-mouth recommendations
- the three primary types of information individuals gathered from a visitor information centre during their visit included (in order of popularity): visitor attraction information, “things to do” information and information regarding accommodation options. Visitors appear to be utilising visitor information centres to gather directional information as well as information regarding current attractions
- during a visitors’ stay in a region, the top three sources of information utilised include (in order of popularity): brochures, word-of-mouth recommendations and visitor information centre websites. The fact that visitors choose to visit visitor information centre websites during their visit indicates the importance and need to maintain an updated online presence. With the growing popularity of the internet, this trend is expected to continue
- in relation to whether visitors are likely to utilise visitor information centres in the future to obtain information, just over 25% indicated that they would definitely utilise them with a preference for accessing online information rather than over the counter. It should be considered that the growth in online bookings, services and advertising has had a significant impact on a visitor’s likelihood of visitation to a visitor information centre. Additionally, this is supported by the fact that over 20% indicated that they would not visit a visitor information centre in the future because they could find all the information required over the internet. This once again highlights the importance for the region to establish an updated and reliable online presence for visitor information
- respondents indicated that the top two reasons why they would consider visiting a visitor information centre included to gather information on local events and activities and to obtain local knowledge. The ability to obtain a locals’ perspective is a unique feature that visitor information centres are able to offer that the internet often lacks
- in order to encourage visitation to visitor information centres in the future, it was found that visitors want to be able to obtain discounts and promotions, be able to access internet facilities and be provided with restaurant guides.



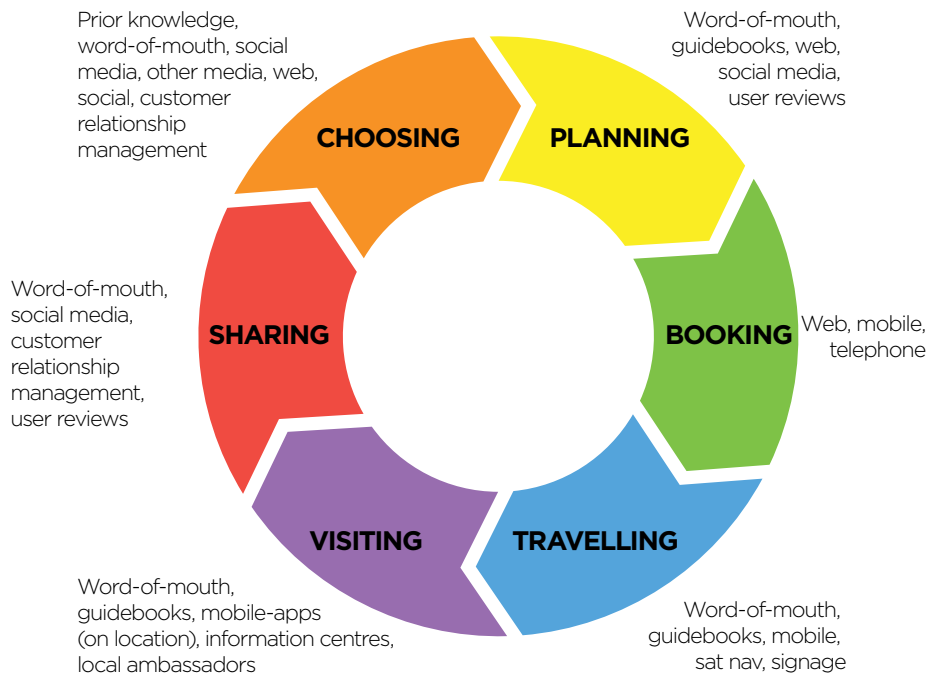
Redlands IndigiScapes Centre, Capalaba

The visitor information journey

The format and process that visitors use to gather information is rapidly changing, with the more traditional forms (hard copy brochures and visitor/tourist information centres) being increasingly replaced by mobile and online technology.

Figure 5 presents an overview of the visitor information journey, outlining the various stages of the journey and the information and information sources that are often referenced by the visitor through each individual phase.

Figure 5: The visitor information journey



Current and future trends for visitor information servicing

The following provides a synthesis of findings collected from national and international sources and, consequently, helps determine global trends for visitor information servicing.

Many visitor information centres nationally are supported by local councils. In smaller regions, the visitor information centre is often the primary tourism investment undertaken by a council. However, many councils and industry have not assessed (or have thought to assess) whether the visitor information centre services are still the optimum mechanism for council investment. This relates not only to smaller regional areas but also larger regions and/or regions where tourism is a more significant component of the regional economy.

In a Tourism New South Wales review on *Visitor Information Servicing in Sydney (2010)*, the following trends were noted:

- the top information sources that are utilised by backpackers before departing on a trip included: friends/family members (70%), travel guide books such as Lonely Planet (59%) and search engines (58%). During their trip they most commonly sourced information from other travellers (68%), tour brochures (51%) and search engines (48%)
- Facebook (64%) was by far the most popular social networking website used by backpackers for staying in touch with home, joining and contributing to backpacker travel groups and for uploading photos
- almost all respondents (88%) researched online prior to their visit
- visitors were most interested in finding out information on the “top 10 things to see and do” as well as “hidden secrets”
- the internet is the most important source of information for both domestic and international visitors alike
- people who use the internet to make travel plans, reservations and payments show a high inclination to adapt to and use new technology. As the internet becomes more aligned to other technologies such as mobile phones and

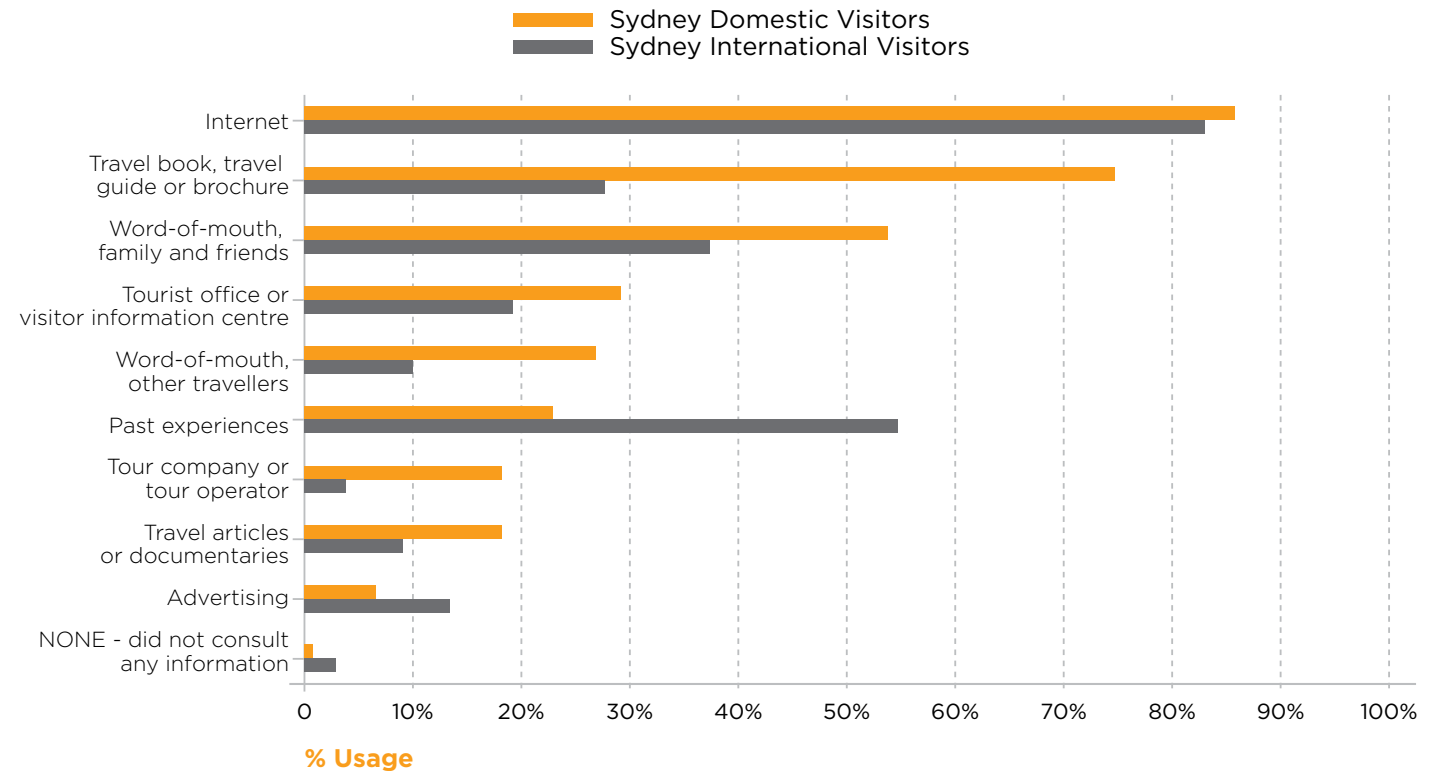
navigation systems, tourism providers need to grasp the opportunities that will arise and be aware of the threats of being an 'online laggard'

- of the information services Australians use on their mobile phones, 35% of people used maps, location and traffic information and 24% used restaurant or café information
- up to 80% of all travellers now pack their mobile/smart phone when travelling.

Figure 6 illustrates the top sources of information that are utilised by domestic and international visitors. Although this is applied to a Sydney context, this helps indicate trends in visitor information servicing.

Increasingly, with changes in consumer preference and desires, best practice visitor services

Figure 6: Comparison of sources of information for international and domestic tourists



Source: Visitor Information Servicing in Sydney, Tourism New South Wales, December 2010, page 6.



involve the effective utilisation of a range of technologies to provide information to visitors on demand. While not suggesting that there is a one-size-fits-all model for effective visitor information centre operations, visitor information services do need to be tailored to the needs of the retailers and the local tourism industry and the demands of consumers.

The vexed question that visitor information providers need to consider is whether it is still cost-effective to continue to invest to the same level in visitor information centres and/or whether a different mix of visitor services is now something to be considered to better meet consumer and industry needs. There are a variety of structures operating with differing staffing, volunteer structures, financial and other elements.

There is little evidence to suggest that any visitor information centres actually provide a profitable operation or even achieve a true break-even position (except Blue Mountains Visitor Information Centre near Sydney). Most visitor information centres in New South Wales service only 5-10% of visitors to a region. The most commercially focused visitor information centres seem to clearly separate the volunteer and staff functions, and in some cases, location of where they operate from.

The Viennese United Nations Visitors' Centre, while not only a visitor information centre, provides an interesting example of the use of other commercial revenue streams supporting the centre. It also has a florist, hairdresser and café. While there might be some controversy with this option, it provides an example of a multipurpose centre that operates close to break-even but in direct competition with commercial businesses offering similar or the same services.

There are numerous examples of visitor information centres that operate with "satellite" centres around central visitor information centres. These satellite centres are in the form of small kiosks or roaming "ambassadors" that are often volunteers, and a number of centres offer multilingual support services as well as tours.

Global best practice elements

The following indicates what a successful or global best practice visitor information model might look like:

- multipurpose centres where the visitor information centre comprises only one function of the overall facility (such as at a redeveloped Toondah Harbour where creating a visitor experience attraction and a visitor information centre could offer a best practice solution)
- a highly dynamic website that is attractive and functional that includes booking abilities, packages that visitors can purchase, up-to-date events/what's on calendar, contact information and is optimised for smart phones
- possibly a mobile application for the area that includes walking/cycling audio/video tours, a booking functionality, list of top things to do and a clean and attractive interface that is easy to navigate
- state-of-the-art technology screens/touch surfaces
- highly trained roving ambassadors, usually volunteers, who are allocated areas to patrol and assist visitors and can also offer tours
- highly trained staff with little expectation of cost recovery from visitor information services
- a variety of income streams but tending to include internet cafes or general food and beverage facilities as mechanisms for trying to offset overhead costs, particularly staffing costs
- a robust merchandising strategy that focuses on good quality retail stock and the needs and expectations of the visitor centre's target markets
- continuing expansion of web-based services especially for bookings and general information.

Table 5: Visitor information centre comparative matrix

VIC COMPARISON MATRIX (ORDERED BY % OF VISITORS CAPTURED BY VICS)									
VIC Name	Total VIC Income	Total VIC Expenditure	VIC Surplus or Net Cost of Service (-)	Annual Visitors to VIC	Income p/visitor	Expenditure p/visitor	Net Surplus/Loss p/visitor	Number of visitors to region	% of visitors VIC is capturing
Hawkesbury VIC (Hawkesbury, NSW)	\$4,495	\$228,545	-\$224,050	17,886	\$0.25	\$12.78	-\$12.53	796,000	2.2%
Bundaberg VIC (Bundaberg, QLD)	\$105,398	\$156,214	-\$50,817	40,408	\$2.61	\$3.87	-\$1.26	1,125,400	3.6%
New Plymouth i-SITE (Taranaki, NZ)	\$147,486	\$754,524	-\$607,038	46,321	\$3.18	\$16.29	-\$13.11	1,224,000	3.8%
Clarence River VIC (Grafton, NSW)	\$9,279	\$137,617	-\$128,338	42,035	\$0.22	\$3.27	-\$3.05	1,013,750	4.1%
Clarence Coast VIC (Macedon, NSW)	\$10,052	\$149,085	-\$139,033	44,882	\$0.22	\$3.32	-\$3.10	1,013,750	4.4%
Stratford i-SITE (Taranaki, NZ)	\$95,000	\$364,000	-\$269,000	39,036	\$2.43	\$9.32	-\$6.89	360,000	10.8%
Orange VIC (Orange, NSW)	\$126,000	\$280,000	-\$154,000	70,000	\$1.80	\$4.00	-\$2.20	620,000	11.3%
South Taranaki i-SITE (Taranaki, NZ)	\$63,000	\$353,000	-\$290,000	24,775	\$2.54	\$14.25	-\$11.71	216,000	11.5%
Latrobe VIC (Latrobe, TAS)	\$3,035	\$64,773	-\$61,738	12,394	\$0.24	\$5.23	-\$4.98	108,000	11.5%
Childers VIC (Bundaberg, QLD)	\$27,463	\$348,968	-\$321,505	20,649	\$1.33	\$16.90	-\$15.57	158,880	13.0%
Launceston VIC (Launceston, TAS)	\$312,750	\$737,250	-\$424,500	75,000	\$4.17	\$9.83	-\$5.66	558,400	13.4%
Burnie VIC (Burnie, TAS)	\$109,880	\$233,985	-\$124,105	22,800	\$4.82	\$10.26	-\$5.44	138,000	16.5%
Burra VIC (Burra, SA)	\$60,543	\$118,524	-\$57,981	28,256	\$2.14	\$4.19	-\$2.05	166,000	17.0%
Penguin VIC (Central Coast, TAS)	\$52,994	\$44,770	\$8,224	19,442	\$2.73	\$2.30	\$0.42	105,200	18.5%
Stanley VIC (Groular Head, TAS)	\$75,226	\$115,292	-\$40,066	15,651	\$4.81	\$7.37	-\$2.56	81,800	19.1%
Gin Gin VIC (Bundaberg, QLD)	\$7,632	\$74,100	-\$66,469	8,360	\$0.91	\$8.86	-\$7.95	39,720	21.0%
Ulverstone VIC (Central Coast, TAS)	\$34,934	\$172,980	-\$138,046	23,327	\$1.50	\$7.42	-\$5.92	105,200	22.2%
Devonport VIC (Devonport, TAS)	\$186,550	\$564,159	-\$377,609	63,320	\$2.95	\$8.91	-\$5.96	247,100	25.6%
Cooma VIC (Cooma-Monaro, NSW)	\$116,400	\$319,800	-\$203,400	60,000	\$1.94	\$5.33	-\$3.39	218,000	27.5%
St Helens VIC (St Helens, TAS)	\$85,706	\$158,163	-\$72,457	39,825	\$2.15	\$3.97	-\$1.82	136,000	29.3%
Wynyard VIC (Waratah-Wynyard, TAS)	\$61,013	\$273,569	-\$212,556	35,483	\$1.72	\$7.71	-\$5.99	90,700	39.1%
Sheffield VIC (Kentish, TAS)	\$307,645	\$402,679	-\$95,034	51,666	\$5.95	\$7.79	-\$1.84	123,500	41.8%
Strahan VIC (West Coast, TAS)	\$837,878	\$882,463	-\$44,585	77,759	\$10.78	\$11.35	-\$0.57	150,400	51.7%
Average	\$123,494	\$301,498	-\$178,005	\$38,229	\$2.67	\$8.02	-\$5.35	\$382,426	18%

Comparative matrix

Table 5 provides a comparative analysis of more than 20 visitor information centres around Australia and New Zealand including variables such as:

- total visitor information centre income and expenditure
- the visitor information centre's net surplus or net cost of service deficit
- annual visitor numbers to the visitor information centre
- income and expenditure per visitor
- net surplus or net cost of service per visitor
- percentage of visitors who travel to the local government area/region who are also visiting the visitor information centre that illustrates the penetration of visitors to each respective local government area/region that the visitor information centre is capturing.

The question must be asked, if these visitor information centres on average are only servicing 5–15% of the visitor market, what efforts are being employed to deliver information services to the other 85–95% of visitors?

Note: As data was collected over various projects in the last three-year period, some statistical information refers to calendar years while other refers to financial years. Importantly however, all of this data is over a three-year period that is statistically comparable.

SWOT analysis for tourism in the Redlands

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Large number of repeat summer holiday, family holiday and visiting friends and relatives tourists with high satisfaction • Close proximity to major capital city • Excellent opportunities for viewing wildlife (including marine mammals, fish, turtles, birdlife and marsupials) • Beaches and islands • Boutique agricultural produce • Renowned fresh seafood product • Number of island destinations • 2WD accessible / 4WD on beach • Brisbane and South East Queensland family holiday and short break holiday destination • Safe and friendly family environment • Temperate climate • Diverse range of reasonably priced and well located accommodation options, including beach camping • Established scenic tour routes • Effective strategic alliances and networks at local, regional and state level 	<ul style="list-style-type: none"> • Limited commissionable product • Lack of higher end and larger scale accommodation to support tour groups, conferences and functions • Limited ground transport • Lack of jetty/boating infrastructure • Lack of directional and interpretive signage • Parking issues, particularly around ferry access points • Lack of a clear identity for the Redlands and its parts – no destination identity and possibly seen as part of Greater Brisbane • Lack of quality visitor information services • Planning/zoning restrictions • Lifestyle operators with different needs • Demographic challenges with ageing population • Lack of tourism sector coordination and structure • Impact of seasonality • Lack of public boat moorings/berthing • Limited bay access (public ramps and jetties) i.e. kayaks • Customer service standards • Lack of international ready product • Limited quality dining (especially Southern Moreton Bay Islands) 	<ul style="list-style-type: none"> • Greater coordination and unity within the tourism industry via a tourism subcommittee • Potential to capture the passing boating market through introduction of additional marine infrastructure such as a jetty/floating pontoon for the Southern Moreton Bay Islands and tourism precincts on the mainland • Improved destination brand awareness via the development of an identity for the local government area and its parts • Redevelopment of Toondah Harbour, Weinam Creek and Dunwich Harbour with the inclusion of dedicated tourism precincts • Local market looking to undertake new experiences including those closer to home as a result of fuel costs and current economic climate • Packaging of product available throughout the Redlands will present opportunities to capture a large share of the local market as well as the intrastate and interstate markets looking for short break experiences • Introduction of a destination caravan holiday park to cater for a range of markets including grey nomads, the family market and a higher yielding interstate market (via quality chalets within the park) • Servicing a larger proportion of the visitor market via online visitor information services through a new destination website for the Redlands as well as improved signage (directional and interpretive) and a roving ambassador program • Introduction of a conference facility with accommodation to capture an intrastate conference market (primarily South East Queensland region) • Beautification of the Redlands and greater community pride through street-scaping, the development of foreshore walks, boardwalks and cycling paths • Growth in community awareness of the importance of tourism via a tourism awareness program • Capturing niche visitor markets such as those looking for authentic food experiences via food trails and cooking schools, cultural experiences via an art trail program and increased promotion, and corporate retreats as a result of the introduction of corporate glamping • Introduction of an aviation park to generate an entirely new visitor market for the Redlands • Greater coordination and promotion of events via a local government area events calendar and promotion strategy • Better planning for North Stradbroke Island via a strategic plan to ensure it grows on a sustainable basis • Enhancement of connectivity within the Southern Moreton Bay Islands and North Stradbroke Island through a review of the bus service timetable • Stimulation of additional investment into the Redlands via the development of an investment memorandum 	<ul style="list-style-type: none"> • Strong level of competition from destinations such as the Gold Coast and coastal areas to the north • Government agency restrictions (local and state government regulations i.e. national parks, environment protection and maritime) • Increasing fuel costs for barge/ferry companies servicing the islands passed on to consumers • Local residents' attitude to tourism, especially on islands • September 'schoolies' week • Complacency within tourism industry • Competing interests for discretionary spend • Visitors loving the destination to death and destroying the very fragile ecosystems that make the destination initially attractive • Marine park zoning • Lower yield family holiday market dominating • Confusion of roles and responsibilities of tourism facilitators (local government and industry) • Nearby mature and rejuvenated destinations with greater marketing budgets and focus • Major environmental crisis or catastrophic event could change the perception of the area as a safe and unspoilt destination • Urban and industrial encroachment on rural/coastal landscapes and natural areas





Victoria Point



Issues and gaps

To facilitate the success of this Tourism Strategy and ultimately, to promote the development of sustainable tourism for the Redlands, there are some identified issues and gaps.

These issues and gaps have been segmented into the following categories:

Product and supporting infrastructure	Destination marketing and promotion	Other challenges
<ul style="list-style-type: none"> • Commissionable product • Higher end and larger scale accommodation • Ground transport • Southern Moreton Bay Islands jetty/boating infrastructure • Directional and interpretive signage • Parking 	<ul style="list-style-type: none"> • Strong competition from destinations such as the Gold Coast • A clear identity for the Redlands • Proximity to Brisbane CBD i.e. too close to be a getaway • Profiling by Brisbane Marketing • Tourism/destination website • Visitor information services <ul style="list-style-type: none"> ▪ Location of the visitor information centre ▪ Visitor information 	<ul style="list-style-type: none"> • Planning/zoning restrictions i.e. operating a B&B on the Southern Moreton Bay Islands • Tourism sector coordination and structure • Lifestyle operators with different needs i.e. retirees running businesses with different motivators • Demographic challenges with an ageing population • Lack of tourism investment

It is important to note that the responsibility of resolving these issues does not fall solely to Council – many will require the active participation of the Redlands tourism industry.

Recommendations to resolve or convert these issues into opportunities for the Redlands are outlined as follows.



Product and supporting infrastructure

Commissionable product

Part of the challenge for the Redlands in growing its visitor market is the limited amount of commissionable tourism product available that is packaged and actively promoted. Much of the Redlands' tourism promotion focus is centred on natural and free experiences.

Furthermore, the Redlands has very few large-scale operators and as a result, tourism is primarily centred on small businesses, which are generally less likely to participate in cooperative marketing initiatives and can often be under capitalised.

The ability to grow visitation to the Redlands will be dependent on:

- introduction of a wider product mix offering different and new experiences (both commissionable and free)
- development of packaged experiences to help make it easier to promote the destination
- development of collective marketing initiatives that can actively promote the region for a variety of purposes
- a stronger online promotional presence acknowledging the need to encourage people to visit Redlands – the best place to live, play and do business.

Higher end and larger scale accommodation

A significant percentage of visitor accommodation in the Redlands is provided by smaller family-run guest houses, bed and breakfasts and motels. Higher quality and larger hotels are under-represented.

Visitor statistics from Tourism and Events Queensland indicate that the majority of overnight visitors to the Redlands (46% of domestic overnight visitors and 58% of international overnight visitors) stay with a friend or relative.

Only 12% of domestic overnight visitors and 4% of international overnight visitors stayed in a commercial hotel, motel, serviced apartment or motor inn (*Redlands Tourism Profile, Average Annual Data from Year Ending December 2009 – December 2012, Tourism and Events Queensland*).

This lack of accommodation has several implications for the Redlands including, but not limited to, the inability to secure larger events and conferences as there is insufficient accommodation of a high enough quality/brand for event/conference attendees.

Domestic and international trends identified through the consultation process and via research indicate a desire for larger, branded hotel accommodation to support the event/conference market as well as international visitor markets.

The size and scale of a conference venue and associated hotel should be subject to a feasibility assessment.

Ground transport

Feedback from stakeholder workshops indicates that transport is a major issue for the Redlands. While it is important to recognise that this issue is not unique to Redlands, especially with several islands facing similar issues, the following points were raised by stakeholders as increasingly impacting on their capacity to grow tourism:

- while the free inter-island transport within the Southern Moreton Bay Islands has been a great initiative, lack of transport options between the Southern Moreton Bay Islands and North Stradbroke Island is thought to be problematic, with users having to travel from the Southern Moreton Bay Islands back to Cleveland and catch another ferry to North Stradbroke and vice versa
- feedback from Bay Islands Transit Systems indicated that they have trialled running a ferry service from Russell Island to North Stradbroke Island, however, the cost is prohibitive (\$25 plus one way) and there was limited demand during the trial period
- particularly within the Southern Moreton Bay Islands and North Stradbroke Island, there are limited ground transportation options (including public bus services and encompassing routes) unless users bring a bike or vehicle with them on the ferry. Feedback received is that many of the clubs (such as the golf clubs, bowls club and RSLs) on the islands have small buses that are rarely used. During peak tourism periods, if these buses could be coordinated to offer visitors transportation to attractions and events this could offer a good solution for visitation
- there are currently two water taxi companies in the Redlands, however, their tickets are not interchangeable
- while there is an electric train link between Brisbane and the Redlands, feedback indicated that this service is long in duration and therefore unappealing for visitors.

Southern Moreton Bay Islands jetty/boating infrastructure

While the Redlands is renowned for its safe harbour conditions and stunning coastal and island scenery, the infrastructure to support visitation by boats i.e. motor boats, yachts, jet skis and kayaks is inadequate, particularly within the Southern Moreton Bay Islands.

Research indicates:

- there are no publicly accessible facilities on the Southern Moreton Bay Islands to tie up a tender or jet ski, making it difficult for the islands to encourage the boating market travelling past to visit, spend time and money on the islands and potentially stay overnight
- there is a need to create infrastructure to allow for low tide access
- Redlands is ideally located halfway between Brisbane and the Gold Coast. Both these cities have strong boating markets who are seeking new places to visit on their jet skis, boats and yachts. With suitable infrastructure, the Redlands (and in particular the Southern Moreton Bay Islands) could provide an attractive place for this market to stop over for refreshments, events and potential overnight accommodation
- the Royal Queensland Yacht Squadron has a private jetty facility at Canaipa on the north-east tip of Russell Island where members are able to tie up tender boats. The site also has a club house, shower and toilet facilities, a swimming pool and barbecues. No public access is permissible at this facility
- Thompson's Point, Macleay Island could be a location for a jetty/pontoon
- with the tidal impact of the waterways around the Southern Moreton Bay Islands, there would be a need for any jetty/wharf created to have a floating pontoon attached, which can rise and fall with tidal movements.

When stakeholders were asked where the jetty/boating infrastructure would be best placed in the Southern Moreton Bay Islands, the following was noted:

- the location within the four Southern Moreton Bay Islands does not matter because of the free inter-island travel available
- Lamb Island, being one of the central Southern Moreton Bay Islands, may provide an ideal location
- Bay Islands Transit Systems indicated this facility would need to be located in a position away from their current ferry terminals to avoid congestion and safety issues
- Russell Island, being one of the largest and with the greatest supporting infrastructure (retail and accommodation) could be an ideal location.



Coochiemudlo Island

Directional and interpretive signage

Within the Redlands, there is currently a lack of directional signage, which is crucial to encourage visitation to places of interest and outline walks and trails (such as heritage and cultural walks).

It is important to consider that better signposting of the Redlands' natural attractions could also potentially encourage visitors and the community to make better use of these facilities for activities including walking, cycling and picnicking.

There is also currently a lack of interpretive signage at entry points to the Redlands and at key attractions and sites of significance.

Parking

The majority of stakeholders consulted in preparation of this Tourism Strategy commented that parking within the Redlands is a significant problem. Particular areas highlighted include:

- ferry terminals (Toondah Harbour and Weinam Creek)
- Main Beach on North Stradbroke Island
- Raby Bay Harbour
- Cleveland CBD*.

* *The parking ratio for the CBD has been reduced from 1.25 parks per residential unit to 1.*

Destination marketing and promotion

Strong competition from destinations such as the Gold Coast

In some ways, the Redlands is fortunate to be surrounded by strong tourism destinations and brands such as Brisbane and the Gold Coast as the Redlands can benefit from the tourism "trickle down" effect.

However, being so close to these high profile and highly marketed destinations can result in the Redlands struggling to market and position itself as a distinct destination in its own right.

A clear identity for the Redlands

Within Tourism and Events Queensland regional tourism organisation boundaries, the Redlands falls within the Brisbane Marketing region. This provides an opportunity for the Redlands to leverage off the Brisbane region's significant marketing budget and brand profiling. However, with the diversity and size of the Brisbane region – along with its strong visitor connections to the Gold Coast and the Sunshine Coast – it is easy for smaller areas, with limited product and branding, to be overlooked.

The Redlands, which incorporates Redlands mainland, North Stradbroke Island, Coochiemudlo Island and the Southern Moreton Bay Islands, appears to lack a clear identity and a discernible image.

To position the Redlands more appropriately within the Brisbane region, there is a need to develop the tourism identity. Importantly, this tourism identity must be developed in consultation with the community to ensure the identity is accepted and utilised by tourism operators and industry generally. Additionally, feedback indicated that visitors often find the term 'Redlands' confusing. This confusion tends to involve not understanding whether Redlands comprises just the mainland or includes the islands.

If a new identity is developed it will need to clearly demonstrate that the Redlands comprises the mainland as well as islands.

There is also some confusion in the marketplace over whether Redlands is included in the Moreton Bay area. The identity will also need to clearly illustrate that the Redlands is not just part of the Moreton Bay area but is a destination in its own right.

Proximity to Brisbane CBD

While the Redlands' proximity to the Brisbane CBD and Brisbane Airport provide an important local market and gateway for the area, it also provides one of the greatest challenges. The closeness of the Redlands to Brisbane means that the Redlands is possibly seen by some markets (including locals) as merely an extension of Brisbane.

This places greater pressure to develop tourism facilities that can be major stimulants to encourage people to visit and make the Redlands a destination in its own right.

In comparison, the Sunshine Coast and the Gold Coast offer sufficient distance from Brisbane to give the feeling that they are separate destinations that should be visited.

Profiling by Brisbane Marketing

The Redlands local government area is included within the Brisbane region, which is managed by Brisbane Marketing as the regional tourism organisation. Council contributes to a contestable funding program along with seven other local government agencies each year to ensure the Redlands is represented in regional marketing campaigns i.e. *Give me Brisbane Any Day*.

Some stakeholders commented on the minimal profiling they consider they receive from Brisbane Marketing. This could be a reflection of the smaller operator contribution made to Brisbane Marketing by Redland operators when compared with other larger operators from other local government areas, coupled with limited commissionable product and a lack of higher end accommodation options.

Tourism/destination website

Currently, there are a range of tourism websites for some attractions and product within the Redlands. However, there is no unified website that is accepted by the Redlands' tourism industry as being the online 'face' of the local government area. While there is a section on Council's website to promote the Redlands, visitors do not recognise local government area boundaries – they travel to "destinations".

It is important that the Redlands can be recognised online as a destination in itself with a dedicated online presence, such as a destination website.

Visitor information services

Location of the visitor information centre

The Redlands Visitor Information Centre is located in Capalaba at Redlands IndigiScapes Centre (an environmental education centre).

Feedback indicates that the visitor information centre should ideally be located at one of the key ferry terminals in the Redlands to act as a staging post to the islands.

With the potential redevelopment of Toondah Harbour, consideration should be given to locating a visitor information centre or information outlet within the redevelopment.

Visitor information

There is a perceived lack of basic visitor information, such as maps and attraction guides, which visitors can use to navigate the Redlands and find out what it has to offer. There is also a need to improve basic visitor information services such as the development of a destination map, mobile application or digital visitor guide.



Other challenges

Planning/zoning restrictions

Feedback from stakeholders indicated that zoning/planning laws under the existing *Redlands Planning Scheme*, particularly on the Southern Moreton Bay Islands, are restrictive and subsequently prohibit the growth of tourism on the islands.

This has created the perception in the general tourism industry, and the investment and development community, that Council is not always sufficiently supportive of tourism development. This perception needs to be addressed in order to align the community, industry and Council. It is crucial for tourism growth that Council and indeed the Redlands show that the City is “open for business and investment” and that it is supportive of tourism.

It is important to note that Council is planning for the future with work now underway to prepare a new planning scheme for 2015 and beyond. The new Planning Scheme will be known as “Redland City Plan” and will include a public review period.

There is a need for the tourism industry and the development and investment community to work with Council to ensure the new City Plan contains zoning rules and details that are supportive of tourism development and investment.

Level of tourism investment

Stakeholder feedback indicated that there has been a lack of investment in the tourism industry from commercial developers and operators for new accommodation as well as attraction/experience-based product.

Operators commented on the inability to upgrade existing tourism product because of lack of funding as well as zoning/planning restrictions.

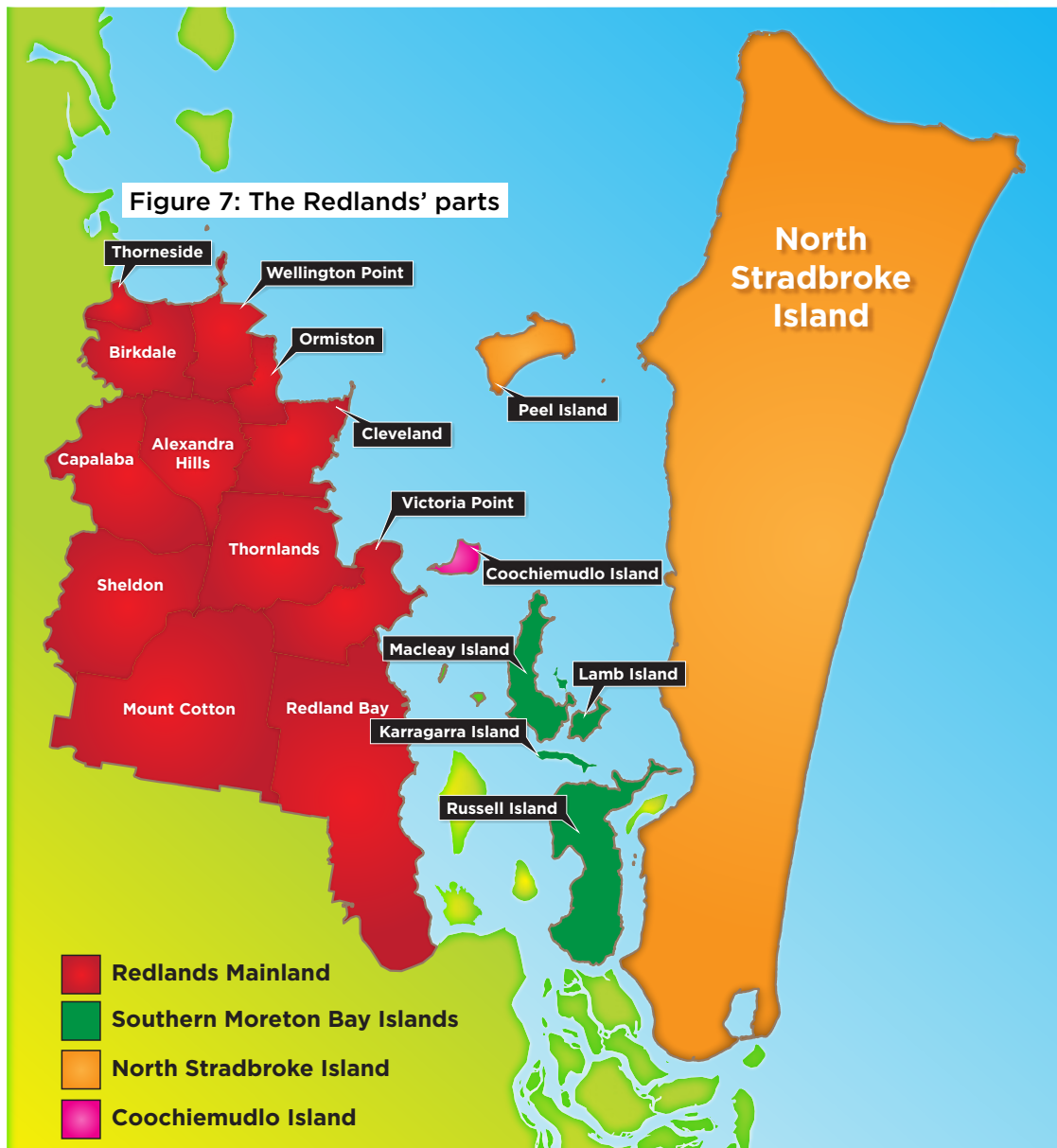
Note: Council has established a Tourism Accommodation Incentive Package to promote and facilitate tourism development as well as contribute to jobs and growth across the region, which is set to run until 30 June 2016. The package provides incentives for the establishment of Bed and Breakfast, Tourist Accommodation or Tourist Park to stimulate economic activity in the Redlands. Investors can now take advantage of:

- 100% concession on infrastructure charges and development application fees for material change of use development (involving building works) for Bed and Breakfast, Tourist Accommodation or Tourist Park
- 20-business day assessment timeframe
- rating and utility charge concession during construction.

Tourism sector coordination and structure

The Redlands is a very diverse and unique region, consisting of mainland Redlands, along with islands off its eastern boundary. These islands, while being fairly close together geographically, have distinctive features and directions that residents and tourism operators are seeking to pursue. There is very little coordination and integration, particularly from a tourism point of view, between the different parts of the Redlands.

Figure 7 provides an illustration of the primary tourism “parts” of the Redlands. Within these parts, there is some level of integration, however, there is little to no integration between the separate parts.



From a funding and resource perspective, there is a need for coordination between the separate parts of the Redlands. While there is some degree of collaboration within each of the parts of the Redlands, particularly within the Southern Moreton Bay Islands, there is a need for a greater degree of coordination in order to drive and grow tourism.

Lifestyle operators with different needs

Feedback received from stakeholders indicates that there are a significant number of lifestyle operators rather than fully commercial players within the Redlands. This is primarily because many have moved to the Redlands for lifestyle or retirement purposes. The needs and aspirations of lifestyle operators differ from fully commercial players.

Demographic challenges with an ageing population

Feedback indicated that the Redlands faces a number of demographic challenges, including an ageing population and youth unemployment levels.

Statistics from the latest *Australian Bureau of Statistics Census (2011)* indicate:

- Redland City had a lower proportion of pre-schoolers and a higher proportion of persons at post-retirement age than Greater Brisbane in 2011
- in the Redlands local government area, the Southern Moreton Bay Islands have the smallest proportion of its resident population under the age of 24, comprising only 23% (Alexandra Hills, Thornlands and Wellington Point on the other hand have the highest proportion at 36% of each of the suburbs' population being under the age of 24). This demonstrates that the Southern Moreton Bay Islands have an ageing population
- the Southern Moreton Bay Islands have the highest unemployment rate of the Redlands at 21.2% (an increase of 7.2% since the 2006 Census). This is followed by Coochiemudlo Island (13.7%) and North Stradbroke Island (6.4%).
- Mount Cotton has the lowest unemployment rate at 2% in the Redlands, followed by Sheldon at 3.4%.

Note: An ageing population can present advantages through increased volunteering participation rates, community spirit and sharing local knowledge. There have been some attempts to combat unemployment issues on the islands, by encouraging youth in particular, to undertake vocational education and training certification courses in tourism and hospitality related fields.



Opportunities

There are some key opportunities that the Redlands tourism stakeholders – and Council – should focus on in order to activate and grow tourism as an industry.

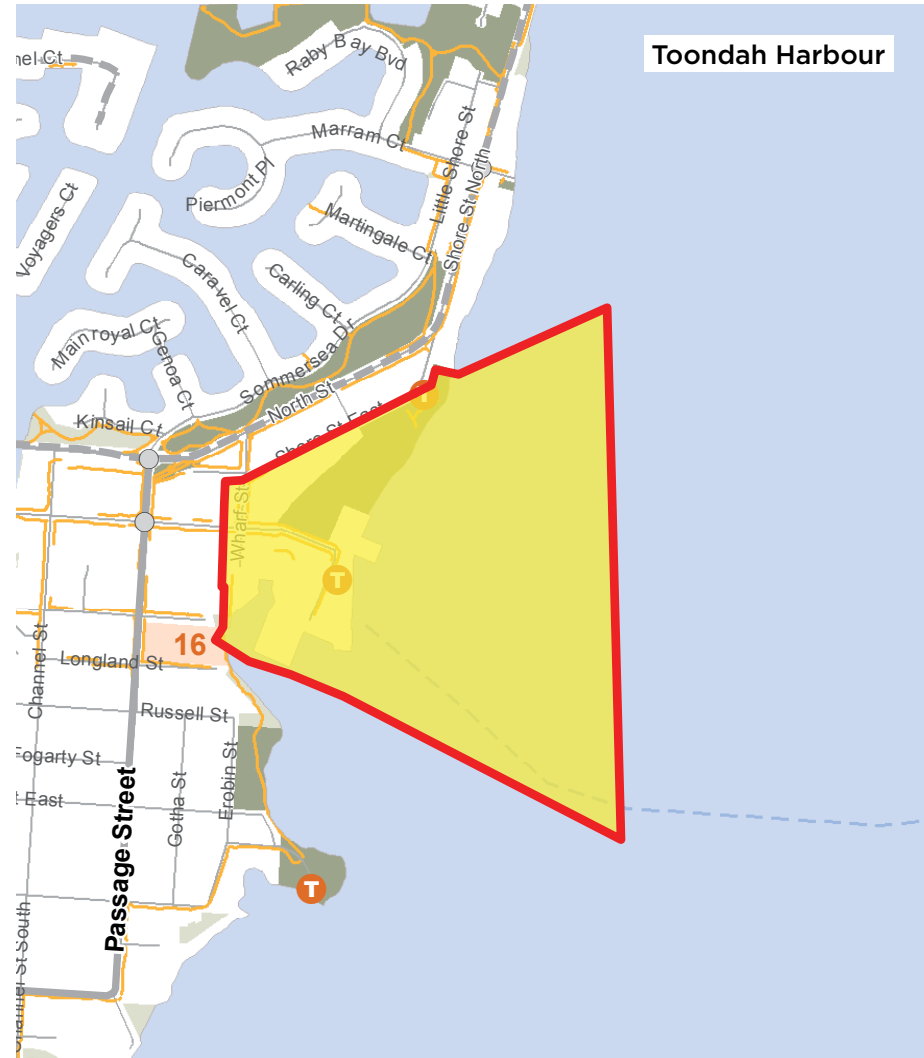
The opportunities highlighted in this Tourism Strategy have deliberately been kept succinct to ensure that the focus is on those that are likely to generate the best possible returns in the shortest timeframe. They represent the “lower hanging fruit” opportunities for Council and the Redlands local government area.

It is important to note that Council has a key role to play as an enabler in facilitating and driving these projects.

The opportunities have been segmented according to the following categories:

Tourism investment and development opportunities	Destination marketing and event opportunities	Supporting infrastructure and engagement opportunities
<ul style="list-style-type: none"> • Conference centre with accommodation possibly at Toondah Harbour or Weinam Creek • Other development initiatives for the Toondah Harbour and Weinam Creek Priority Development Areas • Mainland foreshore boardwalk and cycle way • Facilities for caravans, motor homes and camping • Brisbane to Amity Point ferry service • Boardwalk and cycle paths on North Stradbroke Island • Development of Dunwich Harbour, North Stradbroke Island • Development of aviation park (recreation and business) • Corporate glamping • Development of jetty/floating pontoons 	<ul style="list-style-type: none"> • Art trails program • Developing a clearer Redlands identity • Mobile-accessible website • Improvement of visitor information services • Packaging of product • Tourism awareness program • Food trails and cooking schools • Events calendar and promotion • Indigenous cultural tourism • Reputation for being a film-friendly City 	<ul style="list-style-type: none"> • Street-scaping gateways into the Redlands • North Stradbroke Island economic transition strategy • Economic Development Advisory Board • Signage program • Roving ambassador program • Improvement of bus services on the islands • Customer service program • Stimulate investment into the Redlands

Figure 8: Map of PDA boundaries



Tourism investment and development opportunities

Conference centre with accommodation possibly at Toondah Harbour or Weinam Creek

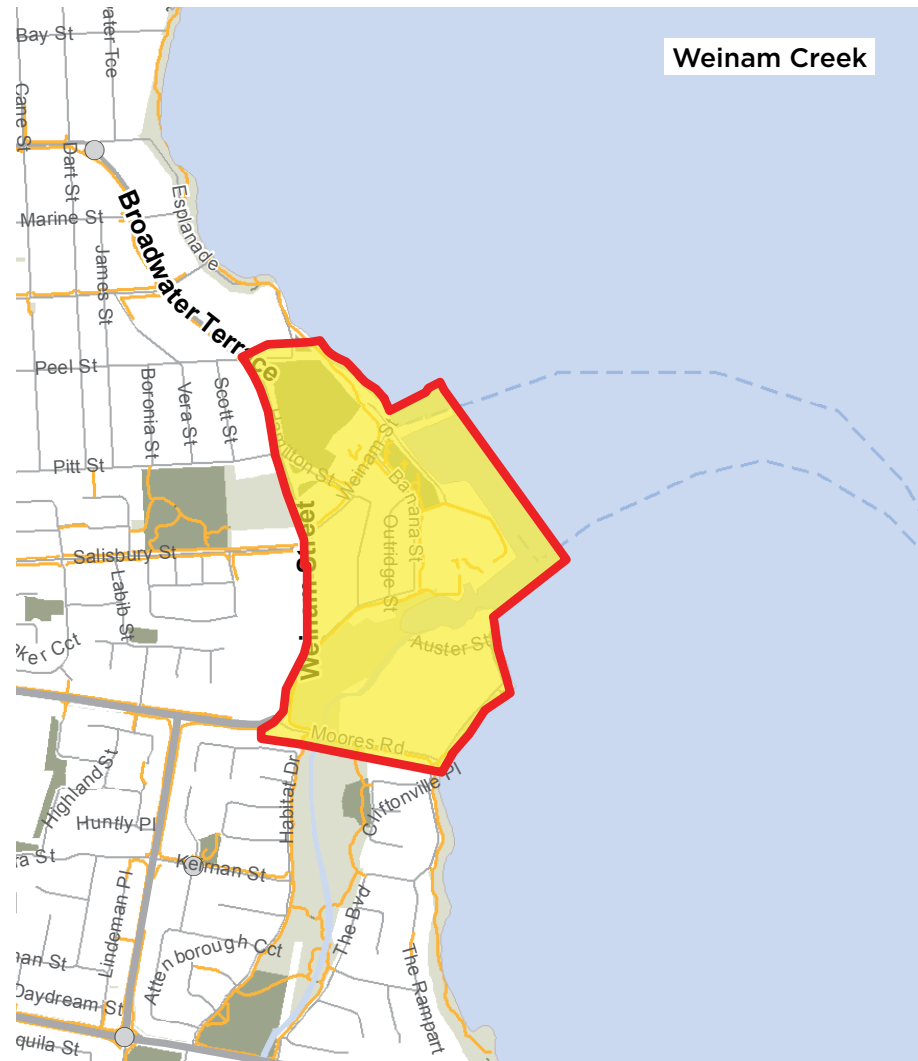
On 18 September 2014, the State Government and Redland City Council announced Walker Group as the preferred partner to develop both the Toondah Harbour and Weinam Creek Priority Development Areas (PDAs). The Walker Group has a 12-month extension to produce a plan for Weinam Creek.

The PDAs are being jointly managed by the State through Economic Development Queensland and Redland City Council.

The following is being investigated to be included as part of the PDAs:

- mixed use and medium density residential development
- tourism and retail-based development
- dedicated ferry terminals
- public open spaces
- the potential for a private berth marina.

The opportunity therefore exists for Council to advocate for the development of certain tourism opportunities within the PDAs and recognise the crucial role the areas play as the staging posts for North Stradbroke Island (Toondah Harbour) and the Southern Moreton Bay Islands (Weinam Creek) within the Redlands.



The following is an overview of tourism development opportunities that could be advocated for as part of the PDAs.

While the Redlands has an abundance of bed and breakfasts, motels and guest houses, it is limited by its lack of higher end and larger scale accommodation. With the redevelopment of Toondah Harbour, Council is presented with an opportunity to advocate for the inclusion of a possible 350–400 seat conference centre, with an attached branded 100–150 room accommodation property and an Indigenous Interpretive Centre.

To achieve a variety of sustainable social, environmental and economic benefits for the local community, it is important to note:

- medium to larger scale accommodation facilities often generate substantially higher employment opportunities than much smaller scale businesses i.e. bed and breakfasts when comparing similar room numbers
- medium to larger accommodation providers will often have greater resources to be able to offer marketing support and funding to assist community-based events including festivals i.e. cultural and sporting
- the move towards eco-certification and green building technology is often easier and more cost effectively developed with medium to larger facilities that can amortise the cost over a larger number of accommodation units and can maintain properties to the standards required
- medium to larger accommodation facilities have the potential to attract international and national accommodation brands, which, in turn, have significant marketing programs and budgets to encourage not only product promotion but could also help raise the profile of the Redlands.



Cycle way along Redland Bay

Other development initiatives for the Toondah Harbour and Weinam Creek PDAs

Other recommendations to be advocated for in the PDAs include:

- positioning Toondah Harbour as a major staging post for access to North Stradbroke Island, including the development of a visitor precinct with cafes, bars and retail
- confirm areas at each PDA for a tourism precinct focused on commercial tourism enterprise
- creation of an attractive promenade area for visitors
- potential relocation of the Redlands Visitor Information Centre at Capalaba to Toondah Harbour and/or consider the introduction of information outlets to supply tourism and community-based information. This could include:
 - ◆ a staffed or unstaffed model. If unstaffed, information touch screens could be used to provide visitors with access to information about the Redlands
 - ◆ some form of interactive visitor experience linked to the visitor information centre.

Mainland foreshore boardwalk and cycle way

The Redlands has a long and attractive foreshore. However, while there are walkways or bikeways along some areas of the foreshore in place, such as Eddie Santaguliana Way in Cleveland, feedback received from Council and stakeholders indicates that there is limited access to the foreshore on the Redlands mainland.

In some areas, vegetation has been planted along the foreshore that is blocking the view and restricting access to the water's edge as well as preventing recreation and tourism facilities such as picnic sites.

An opportunity exists to develop a high-quality boardwalk and cycleway – or extend existing infrastructure such as the Moreton Bay Cycleway to create regional links to surrounding local government areas – along the Redlands coastline.

This could be undertaken on a staged basis, and once fully completed, could provide visitors and locals with greater accessibility to the Redlands.

The boardwalk could incorporate interpretive elements as well as artwork to tell stories from the Redlands Indigenous and community history as well as information on the significance of flora and fauna throughout the area. It could also incorporate a sculpture trail, rest areas, fitness stations and picnic sites. Consideration of access to facilities such as cafes is also important when planning this type of infrastructure.

Facilities for caravans, motor homes and camping

Feedback received from stakeholders indicated that there are some caravan parks scattered throughout the Redlands, however there is a lack of destination-style caravan parks (or holiday parks) to attract a longer staying visitor market.

There are currently no dump points within the Redlands where travellers can discard human waste and grey water. There are also no overnight short-stay parking areas allocated for recreational vehicles including motor homes and campervans.

Over the past 15 years, the caravan, motor home and camping industry has been the fastest growing domestic tourism sector in Australia. In this period, caravan and recreational vehicle registrations have increased by more than 250%. The industry is worth \$6.5 billion nationally and currently provides for 620,000 holidays per annum (*Caravan and Camping Industry Profile, Caravan and Camping Industry Association NSW, pages 2-4*).

The industry is constantly evolving with successful parks responding to consumer demand for better standards and facilities by transforming from traditional transit parks into holiday/destination parks.

Traditional caravan parks often have very basic facilities and are used as transit parks by travellers i.e. overnight accommodation when travelling between two destinations, rather than being a destination in its own right.

The modern form of caravan parks – often referred to as destination or holiday parks – usually feature a combination of caravan/camping sites and camp kitchens as well as units and chalets, water parks, pools and waterslides, mini golf, playgrounds, kids' clubs, group entertainment, games rooms, biking trails, cafes and shops. Consequently, these parks are attracting a growing number of families who utilise the park as their holiday destination rather than solely utilising them as a means of accommodation.

Interestingly, feedback received from Tourism and Events Queensland emphasised a declining number of caravan parks in Queensland. This decline does not appear to be as a result of lack of demand but, rather, as a result of a

lack of suitable land for their development and the sale of many existing coastal caravan park sites for residential and mixed use commercial development.

To encourage visitors to stay in the Redlands and visit for a holiday – rather than just visiting as day trippers – the opportunity exists to create a new family-centric holiday destination park. The development of a holiday park within the Redlands provides an ideal opportunity for Council to take a major role in finding appropriate sites (ideally on Council land for lease to a private organisation or land that Council can manage on behalf of State Government).

With the lack of caravan parks and, more specifically, destination holiday parks in the Redlands and areas of greater Brisbane, a significant amount of business could potentially be driven to the City.

Demand for a holiday park is expected to be strong from a number of visitor markets. Importantly, there are two peak seasons for holiday park users being the peak summer period from December to February and for the grey nomad market segment, a winter season from May to August/September.

When developing a new holiday park, the following should be considered:

- capacity for approximately 80–120 caravan and camping sites and 30 cabins
- the park should be focused on tourists as opposed to permanent stay campers
- the park needs to be family friendly to encourage a greater number of families to stopover and visit the region
- development design by a renowned designer who is considered to be an industry leader in holiday parks is important
- consideration should be given to the provision of amenities such as a heated pool, spa, BBQ facilities, camp kitchen, tennis court, bike hire/loan, a playground (including a giant jumping castle or similar), daily children's activities, café and convenience store.

In order to determine the most appropriate site for the destination holiday park, a feasibility and site assessment would need to be undertaken.



Toondah Harbour, Cleveland

Brisbane to Amity Point ferry service

There is an opportunity to investigate ferry services to and from Brisbane directly into Amity Point on North Stradbroke Island. Currently, there is a service to Tangalooma Resort on Moreton Island from Holt Street Wharf, Brisbane.

A feasibility assessment would need to be undertaken to determine the viability of introducing this ferry service, looking at:

- whether market demand warrants the inclusion of this service
- whether an additional pontoon would be required at Amity Point
- the price point required to ensure the operation is able to operate commercially.

Boardwalk and cycle paths on North Stradbroke Island

There is keen interest from cyclists for the development of a cycle path around North Stradbroke Island, such as from Dunwich Harbour to Point Lookout and Amity.

Walking trails could be located off these cycling paths to places of interest.

This added connectivity would provide numerous benefits for North Stradbroke Island, including:

- attraction of the recreational cycling market, which are generally a high-yield, high-spending market and provide various economic and social opportunities for visitor destinations
- vibrancy in local cafes as cyclists tend to utilise food and beverage services during their ride or post-ride.

Development of Dunwich Harbour, North Stradbroke Island

As the entry point to North Stradbroke Island, there is a need to improve the appearance of Dunwich Harbour, particularly with potential redevelopment of Toondah Harbour.

Commercial enhancements to be assessed include:

- the introduction of a restaurant and waterfront bar
- creation of a floating platform as a stage (moveable) for smaller scale events to be held at the harbour
- landscaping the harbour
- introduction of an information kiosk
- assessment of potential for a small commercial accommodation facility.

Development of aviation park (recreation and business)

Council could investigate the potential to develop the current air strip (owned by Stradbroke Air Proprietary Limited) to become an aviation leisure hub for this area of South East Queensland, including:

- strengthened activities including small aircraft flight training, gliding and micro-lights
- development of a small-scale aviation business park
- building and leasing holding bays and hangers for private use
- commercial accommodation onsite or adjacent.

Models to potentially look at include the aviation business park development at Bundaberg, which could offer a twinning arrangement with Redlands as part of a marketing and packaging program.



Corporate Glamping

An opportunity may exist to develop a boutique, high-quality eco-chalet cluster (15 cabins) in the Redlands to cater for corporate retreats and higher spending leisure visitors.

If the development of an eco-chalet cluster was to go ahead, having a food and beverage facility onsite would be an important component. The development of eco-chalets could potentially help to convert a portion of visitors who would normally have been day trippers into overnight visitors, benefiting the Redlands with greater average length of stay and higher visitor spend.

A feasibility study would need to be undertaken to assess the viability of the development including looking at the potential size/scale, private operator interest in developing and managing the chalet cluster and effluent management and water supply system capacity. It is particularly important that the right private operator is found to develop and run the chalet cluster.

Development of a jetty/floating pontoon for the Southern Moreton Bay Islands

The Southern Moreton Bay Islands are renowned for their safe and attractive waters. Stakeholders commented there is a need for jetty/pontoon infrastructure to enable passing yachts, boats and jet skis and/or tenders to moor, so they are able to stop and explore the islands.

While it would be ideal to have a public boat access/mooring facilities on each of the Southern Moreton Bay Islands, this may not be financially feasible.

With a free inter-island transport service already being operated by Bay Islands Transit Systems through *TransLink*, visitors arriving by private boat on an island could then have an opportunity to explore the other islands. It is recommended that the feasibility of locating a jetty/floating pontoon facility on one or two of the Southern Moreton Bay Islands is investigated. The jetty/floating pontoon facility needs to be of a scale to cater to 15-25 tenders at any one time. Feedback from stakeholders was that Thompson's Point on Macleay Island may be a suitable location. Russell Island could also be suitable due to the type and proximity of amenities available on the island.



Gallery, North Stradbroke Island

Destination marketing and event opportunities

Art trails program

There are a number of art walks, art galleries and burgeoning art communities within the Redlands.

Renew Cleveland is an exciting win-win initiative aimed at encouraging new creative and innovative enterprise activity in the Cleveland CBD and at the same time activating vacant leases at no cost to owners. The program works with communities and property owners to make otherwise empty spaces available for short term use by artists, artisans, creative ventures and other community projects.

Stretching through the business centre of Cleveland is Cleveland Art Walk, which features public artworks including sculpture, poetry and mosaics. The Art Walk, along Middle and Bloomfield Streets, is a way to view local culture as it explores the themes of community, the bay and nature.

Redland Performing Arts Centre is also located in Cleveland. The centre provides local opportunities for community participation in arts and cultural life and encourages local creative industries and cultural entrepreneurship. Its Concert Hall seats up to 550 patrons and can accommodate dance, drama and music performances as well as dinner/gala functions on the Concert Hall stage.

The Redlands has a regional art gallery, the Redland Art Gallery, with galleries located in Cleveland and Capalaba. There are also a number of local galleries across the region including private galleries and Salt Water Murriss' Art Gallery on North Stradbroke Island, which has several artists in residence and has previously been selected to exhibit and sell works at the prestigious Cairns Indigenous Art Fair.

Capalaba Art Walk, accessible via Capalaba Place and through to Capalaba Regional Park, features works that respond to Capalaba's history as well as its current role as one of Redland's major centres.

On the Southern Moreton Bay Islands there is a strong arts community, with more than 250 artists residing in the area. There is an 'artists in residence' program and the Macleay Island Artists at Work group run a workshop that

attracts more than 2000 visitors to the island over the Easter long weekend. The opportunity exists to leverage off events like this and create a series of art trails for visitors.

The art trails could be linked with food trails to deliver a broader experience. Potential also exists to create more outdoor art/sculpture trails, encouraging visitors to explore the Redlands and key points of interest.

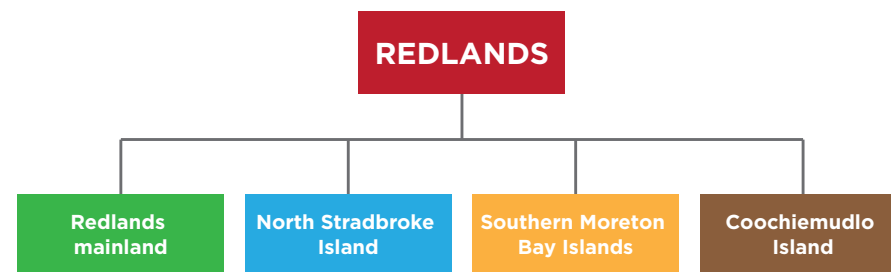
Developing a clearer Redlands identity

To better promote the Redlands as a tourism destination in its own right – and to profile the local government area as being unique within the Greater Brisbane Region – there is a need to develop a clearer identity.

This identity needs to reflect the uniqueness of the Redlands as a whole, including the diversity of its areas. The identity hierarchy for the Redlands should reflect Figure 9.

Any attempt at determining identity changes for the Redlands for tourism needs to be driven from upward from a community level.

Figure 9: Redlands identity hierarchy



Mobile-accessible website

It was uniformly agreed from all stakeholder input that one of the priority projects for Redlands should be the development of a robust and high-quality tourism website.

For this website, consideration should be given to:

- commissioning a website developer who has specific experience in developing mobile-accessible destination promotion and product packaging websites
- investigating inclusion of a comprehensive booking system that also integrates pre-packaged deals, as well as allowing visitors to package up their own visit in the format of a shopping cart style system. This will allow visitors to choose from a range of travel, accommodation and dining options as well as experiences and events
- including a quality map of the Redlands indicating the various experiences (commissionable and free), accommodation and other points of interest
- including an annual events calendar that is consistently updated, easy-to-read and navigate and links to packages related to specific events
- social media integration i.e. including the most recent tourism-related Facebook posts such as whale sightings and the top TripAdvisor reviewed properties and experiences on the homepage
- integrating a review section that showcases the “top things to do”
- developing the platform as a content management system (CMS) that will allow the delineation and separation of backend data and user interface. The CMS will also allow approved individuals to log into the system and update information about their tourism product. This would then be reviewed by a website content manager prior to publication. The CMS could also easily link in with the Australian Tourism Data Warehouse
- offering augmented reality tours to enable Indigenous and other history of the Redlands to be available in an interactive and flexible format. This will also enable visitor demand for specific products and experiences to be monitored.

A staged approach with a scalable website should be followed to allow for budget considerations.

Development of an app could also be considered but may not be required if the website is mobile-accessible.

Council should take responsibility for commissioning the development of and managing the website initially, with the aim of handing this over to a suitable tourism industry organisation at a time in the future when a unified and well-structured local tourism organisation is able to operate.

Improvement of visitor information services

To stimulate greater interest from visitors, the Redlands Visitor Information Centre needs to meet the expectation of tech-savvy consumers through integrating technology solutions within the centre. This could include multi-touch touch screen surface tables or information outlets.

Evaluate the integration of technology solutions at the Redlands Visitor Information Centre to meet changing demands of visitors, the development of a high-quality merchandising strategy and introduction of touch screens/ information outlets in various locations throughout the local government area, but especially at entry points, staging points and town centres.

Packaging of product

There are a number of visitor experiences, attractions, events, transport options and accommodation options available throughout the Redlands. However, currently, there is generally very limited synergy between these operators/providers.

Operators indicated that they have historically tried to package their product, however market take up was low.

For packaging to be effective there is a need for a composite experience to be offered to the consumer, helping to extend longer visitor stay and visitation throughout the Redlands.

Packages could include activities such as kayaking, fishing or arts trails connecting to accommodation offers and also food and beverage experiences. Packaging will help strengthen the offering, allow for cross-product selling, increase pre-bookings and help with improved transport and related planning.

The opportunity may also exist to look at cross-regional packaging, linking Redlands' experiences with the unique experiences that exist in parts of Brisbane, Logan or the Gold Coast. This may encourage visitors who would not have previously considered visiting Redlands.

Note: To be eligible to be included in packages for market at state, national and international level, certain accreditations may be required.

Tourism awareness campaign

Feedback from Council indicates that tourism is considered to be an important component of the Redlands economy, and an important sector for ensuring young people stay in the area, rather than relocate to Brisbane or other larger business districts with greater employment opportunities.

However, as is common in many other regions and local government areas, there is a lack of awareness regarding the importance of and types of tourism available with the Redlands (that incorporates tourism and hospitality), and how the tourism dollar spreads throughout the Redlands economy (see Figure 10).

Figure 10: The importance of tourism



As outlined in the *Redland City Economic Development Framework 2014 – 2041*, tourism is not a classified Australian and New Zealand Standard Industrial Classification sector, with Accommodation and Food Services being the most relevant classification.

However, sectors such as retail, rental, hiring and real estate services, arts and recreation services and a range of other services also contribute to economic activity and employment generation associated with tourism, albeit to a lesser extent than the accommodation and food services sectors.

Tourism economic activity is measured by the Australian Bureau of Statistics through satellite accounts that provide a detailed breakdown of the sector's contribution to the local economy. The Redlands tourism industry output (sales) is valued at \$228.6 million, accounts for more than 1600 jobs, generates 1.4% of the City's Gross Regional Product and 4.5% of total industry employment.

The sector has enjoyed employment growth above national averages over the past eight years. However, growth has been subdued since 2011.

This is a sector where growth is dependent on the strength of the broader economy as well as infrastructure development, amenity improvement and investment attraction to encourage expansion of existing products and the development of new ones.

By 2041, it is expected that tourism will contribute more than 3% of Redlands' Gross Regional Product.

Council should consider developing a tourism awareness program that demonstrates the following:

- how the tourism dollar disperses through the local Redlands economy – benefiting more than just tourism businesses
- what kind of businesses benefit from tourism
- the estimated value of tourism via direct, indirect and induced spending impacts
- to support the reason that Council/ratepayer funding is required to maximise the total returns to Redlands as demonstrated via economic benefits, social and infrastructure improvements and higher quality environmental outcomes.

Food trails and cooking schools

Historically, the Redlands was a strong agricultural and market garden region. Feedback has indicated that there are several produce farms being re-established, particularly within the Southern Moreton Bay Islands, shifting their focus from traditional crops to exotic fruits. In time, these farms, as well as boutique cafes and wineries, could form boutique food and wine trails i.e. wine, farm gate sales, dining, flowers and horticulture,

Successful food and wine trails have been seen to offer improved production and sale of food and wine, improved employment prospects and as such, the retention of younger people and higher spend patterns (*Critical Factors in the Development and Performance of Food and Wine Trails in Australia, Victoria University, 2010*).

There could be opportunities through the packaging of food and wine trails to:

- increase agri-tourism through building on an appreciation of Redland's agricultural heritage
- provide a real 'paddock to plate' experience, especially in rural areas such as Mount Cotton
- promote rural-themed events and markets including farmers markets.

Potential also exists to introduce an integrated boutique gourmet cooking school program, helping to grow the interest in Redlands' food tourism product. Participants could learn how to cook with local produce and purchase produce they used throughout their class.

The cooking school programs could also act as a showcase for the unique products that are being produced in the Redlands (this extends from raw produce to value-add food products such as jams, chutneys and other condiments).

There is also an opportunity to market classes to children visiting with families and run these classes at the same time as the adult classes. These specially designed cooking and gardening classes would educate children about the importance of healthy eating and the fun of cooking. Potential may also exist to extend into education programs and link to local and regional schools.



Reputation for being a film-friendly City

The Redlands is gaining status as a filming location, further boosting its image and appeal to national and international markets.

Council most recently worked with Screen Queensland to attract the production of *Pirates of the Caribbean 5: Dead Men Tell No Tales* and *Unbroken*. Filming for both movies took place in Redlands on Moreton Bay. For *The Chronicles of Narnia: Voyage of the Dawn Treader* much of the water-based filming was done off Cleveland Point as it was considered a perfect and beautiful location for the shoot. The film *Salt Maiden* was filmed on Coochiemudlo Island.

Council expressed interest to Screen Queensland for the City to be considered as a potential location for movies including *20,000 Leagues Under the Sea* and future feature films.

Council will continue to develop its relationship with Screen Queensland and aim to attract more interstate, national and international productions through a range of strategies including offering famils to the area for production managers and offering assistance, where appropriate.



Raby Bay Harbour, Cleveland

Indigenous cultural tourism

“Partnering with Aboriginal and Torres Strait Islander people to share their stories and culture” was one of six priorities endorsed by Queensland tourism operators at the 2014 State Government DestinationQ conference.

Working in partnership with the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) to maximise opportunities within this sector and embrace the Redlands’ Indigenous history and living culture is important for Council.

An example of this is providing assistance with the inaugural Quandamooka Festival, to be held from July to September 2015. It will celebrate the culture, lands and waters of the Quandamooka People as dreaming stories are followed across the many islands of Moreton Bay and along the coast from the mouth of the Brisbane River, through Cleveland and south to the mouth of the Logan River.

Among the stakeholders who participated in the DestinationQ workshops, there was a strong focus on Indigenous tourism, a term that was used interchangeably with cultural tourism; and a belief that Indigenous tourism offers significant opportunities for the Redlands.

It is important to consider that:

- cultural tourism includes Indigenous tourism as well as elements of history and heritage to museums and galleries to elements of food and art trails
- Tourism Australia research indicates declining demand for Indigenous tourism product with a 5% decline in international visitor participation in Indigenous tourism product from 2013 – 2014. This may relate to mainstream offerings of more passive Indigenous tourism experiences rather than the emerging immersive and interactive experiences that are being introduced in various locations across the country.

Events calendar and promotion

Events and festivals provide numerous benefits to an area by increasing visitation and expenditure, reducing low season impacts, encouraging repeat visitation as well as raising destination awareness.

Feedback has indicated that visitation to the Redlands is highly seasonal, with the Redlands experiencing an influx of tourists in the summer months and a shortage during winter periods. Holding events and festivals during low visitor periods are useful mechanisms for helping reduce the impact of the low and shoulder seasons.

There is a need to develop a Redlands’ official event calendar.

Supporting infrastructure and engagement opportunities

Street-scaping gateways into the Redlands

To provide a welcoming entrance into the Redlands, where possible, there is a need to improve street-scaping at key entry points into the local government area through better landscaping of main roads through boulevards.

Council needs to create a landscaping strategy for its main arrival. Street side improvements (i.e. seating and signage), street planting, as well as pathway upgrades could also be included in the strategy.

North Stradbroke Island economic transition strategy

Consultation with industry from North Stradbroke Island indicated that in order for the island to grow on a sustainable basis – and not just as a visitor destination – there is a need for a strategic plan.

The future cessation of sand mining on North Stradbroke Island necessitates the implementation of the North Stradbroke Island Economic Transition Strategy and associated outcomes. These may include:

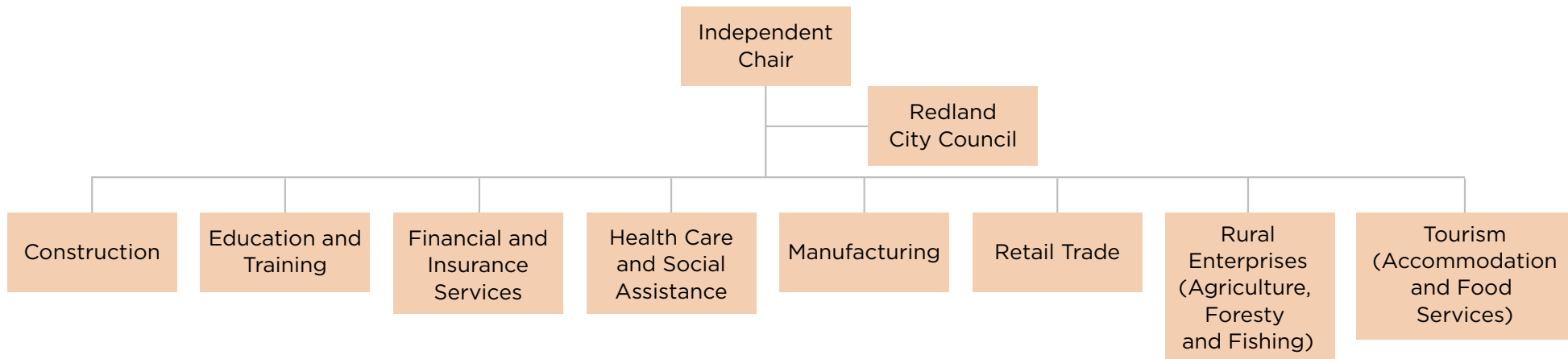
- implementation of the early actions and future strategic directions from the North Stradbroke Island Economic Transition Strategy 2011, including resolving land use issues
- commencing development of Toondah Harbour (a priority project identified in the Economic Transition Strategy) and redevelop Dunwich entry port
- delivery of a North Stradbroke Island local industries action plan
- delivery of federal and state structural adjustment package for the island in order to assist with transition from mining.

Current industry concern is that development and marketing occur on an ad hoc basis. The development of a strategic plan would help provide direction and vision and allow the various communities of interest on the island to engage and have their concerns and needs discussed.



Wellington Point

Figure 11: Economic Development Advisory Board



Economic Development Advisory Board

On 11 February 2015, Council endorsed the *Redland City Economic Development Framework 2014 – 41*, which provides for the establishment of an Economic Development Advisory Board. The Board will be made up of representatives from eight key growth industries identified in the framework. These include:

- Construction
- Education and Training
- Financial and Insurance Services
- Health Care and Social Assistance
- Manufacturing
- Retail Trade
- Rural Enterprises(Agriculture, Forestry and Fishing)
- Tourism (Accommodation and Food Services).

Once the Economic Development Advisory Board has been established, it is recommended that a tourism subcommittee is set up by the Board – in

consultation with industry – that reports to the chosen Tourism (Accommodation and Food Services) board representative.

The role of the tourism subcommittee should be to:

- gather and consolidate feedback from the various tourism groups throughout the Redlands such as chambers of commerce
- provide guidance to the Economic Development Advisory Board on tourism sector needs and provide assistance to Council personnel charged with implementing this *Redland City Tourism Strategy and Action Plan 2015 – 2020*
- advocate for stronger resources and focus being applied to tourism in the Redlands
- support Council in lobbying the regional tourism organisation and Queensland Government to strengthen the Redlands brand
- ensure that other areas of the local economy are aware of tourism opportunities (specific vocational education and training sector tourism

training programs, events and festival benefits for retailers in general and community groups supporting heritage and culture)

- take responsibility for the creation of an enhanced identity for the Redlands to support tourism
- act in an advisory capacity for the development and implementation of a dynamic website
- ensure a robust events calendar is developed and well promoted
- act as a conduit to community interest groups and others with various ideas for tourism development and enhancement
- ensure that tourism-based projects are front-of-mind when economic development opportunities and new investment is being considered for the Redlands
- provide input into visitor service needs

Signage program

There is a need to develop a signage program to ensure there is a uniform approach to directional and interpretive signage throughout the Redlands. This should also highlight the approach that industry operators will need to follow to have signage installed.

Roving ambassador program

The development of a roving volunteer ambassador program to promote the Redlands would be useful, particularly if the area can capitalise on the large number of retirees and semi-retirees with interest and passion. The ambassadors could provide directions and general information to visitors, may be situated at main tourism hotspots including ferry locations and bus stops and could also assist with tour bus visits.

Improvement of bus services on the islands

There is a need to enhance ground transport options for North Stradbroke Island and the Southern Moreton Bay Islands to enable visitors and locals to travel to retail hubs as well as attractions and places of interest without the need to bring their own vehicle.

North Stradbroke Island has limited bus services and the Southern Moreton Bay Islands and Coochiemudlo Island need public transport options. To improve connectivity, a review of bus service timetables and routes should be conducted with an aim to provide more frequent and broader services, particularly during peak periods.

It is recommended that Council – and specifically the tourism subcommittee – work with bus operators to determine how the services could be made more effective. This could include assisting bus operators with packaging of their services with accommodation, attraction and event operators to enable pre-booking of ground transport as well as increased marketing of their services. This in turn will help grow demand and organically encourage inclusion of additional bus routes and timetables.

Customer service program

Feedback received indicated that, particularly on the islands within the Redlands, there is a need to improve customer service standards. This could be an initiative advocated for by a tourism subcommittee of Council's Economic Development Advisory Board. The subcommittee could potentially access training initiatives and funding available via the Queensland Government or industry associations such as the Queensland Tourism Industry Council as well as the regional tourism organisation (Brisbane Marketing).

Stimulate investment into the Redlands

Tourism operators throughout the Redlands indicated that there is currently a lack of understanding regarding Council's zoning requirements and there is a perception that Council is not sufficiently supportive of tourism (through the existing Redlands Planning Scheme).

There is a need for Council to clearly indicate to industry and developers what tourism development it is more likely to support. This could be undertaken via an extension of the existing Tourism Accommodation Incentive Package, which currently is set to run until 30 June 2016.

To help give investors certainty, any new or updated investment package should indicate:

- the type of tourism development that Council would like to see within the Redlands
- areas throughout the Redlands that are suitable for the development of tourism facilities i.e. accommodation, food and beverage, attractions and activities.



Cleveland Point

A local tourism organisation for the Redlands

One of the challenges that the tourism sector in the Redlands faces is the ability to create a unified voice for lobbying Council, Greater Brisbane Region and the Queensland Government for various forms of support.

The creation of the Economic Development Advisory Board by Council will create the opportunity for the development of a subcommittee specifically focused on supporting tourism activity.

An option considered by Council was the encouragement of industry to create a local tourism organisation. The purpose of a local tourism organisation would be to:

- act as the voice of the tourism industry operators within the Redlands
- provide a forum for industry to discuss and debate issues and options
- to meet regularly with Brisbane Marketing (regional tourism organisation) to garner support for various marketing and promotional initiatives
- lobby the Economic Development Advisory Board, and Council generally, to support various tourism-related infrastructure and development support projects.



Dining at Raby Bay Harbour, Cleveland



Brown Lake, North Stradbroke Island

Requirements for an industry-operated local tourism organisation

There are a number of criteria that are required to exist before a viable local tourism organisation is able to be created.

These include:

- tourism industry stakeholders and operators within the Redlands are able to form a peak body that is widely supported by industry – there is little point if many will not join a local tourism organisation
- the local tourism organisation is representative of industry and covers all aspects of tourism including retail
- it receives Council recognition and support
- it is able to operate as an independent body rather than as an arm of Council
- it is able to raise membership fees or other income to pay for some of its operating costs, with the balance potentially funded by local chambers of commerce and/or Council
- it is legally constituted as an incorporated society or other form of legal entity so that it is formally structured rather than ad hoc
- it is truly representative of the various geographic areas within Redlands.

Generally in destinations, the creation of a local tourism organisation is part of an evolutionary process in the maturing of tourism. It requires commonality and agreement of purpose among competing operators and areas to recognise that their ability to lobby and leverage support from government at various levels is dependent on playing as a “team”. It is also highly dependent on an agreed common purpose and outcome being achieved.

Forming a local tourism organisation in the Redlands

Currently within the Redlands, there are a number of local area-based organisations, for example, the Southern Moreton Bay Islands Tourism Board, Straddie Chamber of Commerce and Redland City Chamber of Commerce, who provide the voice of the tourism sector for their respective areas.

While there is likely to be agreement on some issues, it is considered too early to recommend a common single local tourism organisation is formed to represent the views, aspirations and outcomes required by industry throughout the Redlands. This is largely due to different maturity levels of tourism within the areas i.e. North Stradbroke Island is more advanced as a tourism destination than the Southern Moreton Bay Islands.

The way forward

Forming an industry-operated local tourism organisation is currently considered premature.

However, there is a suggested interim structure that could be put in place – with industry agreement and participation – to help transition the Redlands tourism industry to having a single local tourism organisation that is truly representative of the diverse areas and attractions on offer across this City.

To be representative of the various tourism stakeholder groups throughout Redlands, it is suggested that:

- a representative from each of the areas (the Redlands mainland, North Stradbroke Island, Coochiemudlo Island and Southern Moreton Bay Islands) as well as the Quandamooka Yoolooburrabee Aboriginal Corporation be part of the tourism subcommittee
- for some areas, general retailers may be an important and necessary element of membership, while for others, the representative could be selected from an existing body like a chamber of commerce's tourism committee
- selected representatives of each area should be on the proposed Council tourism subcommittee that fits under the Economic Development Advisory Board (once the Board is formed/appointed)
- the representatives will need to act as the voice of local tourism stakeholders and as the conduit between the tourism subcommittee and the various stakeholder groups across the Redlands
- this process will strengthen communication and will also support the creation of more unified views and expectations by each of the local tourism stakeholder groups.

It is recommended that any stakeholder groups that are looking to create additional new local tourism advisory boards could look to establish themselves as membership-based organisations and therefore, raise membership fees that could be applied towards aspects of marketing and promotion, particularly for their own respective areas.

A concern of some stakeholders is that tourism promotion can be more focussed on some areas of the Redlands than others. Having “skin in the game” by local operators will encourage Council to apply its funding where local stakeholders are prepared to participate in promotional programs.

It is suggested that Council funding to support local-based tourism initiatives could be made available through a competitive bidding fund; in essence a grant program.

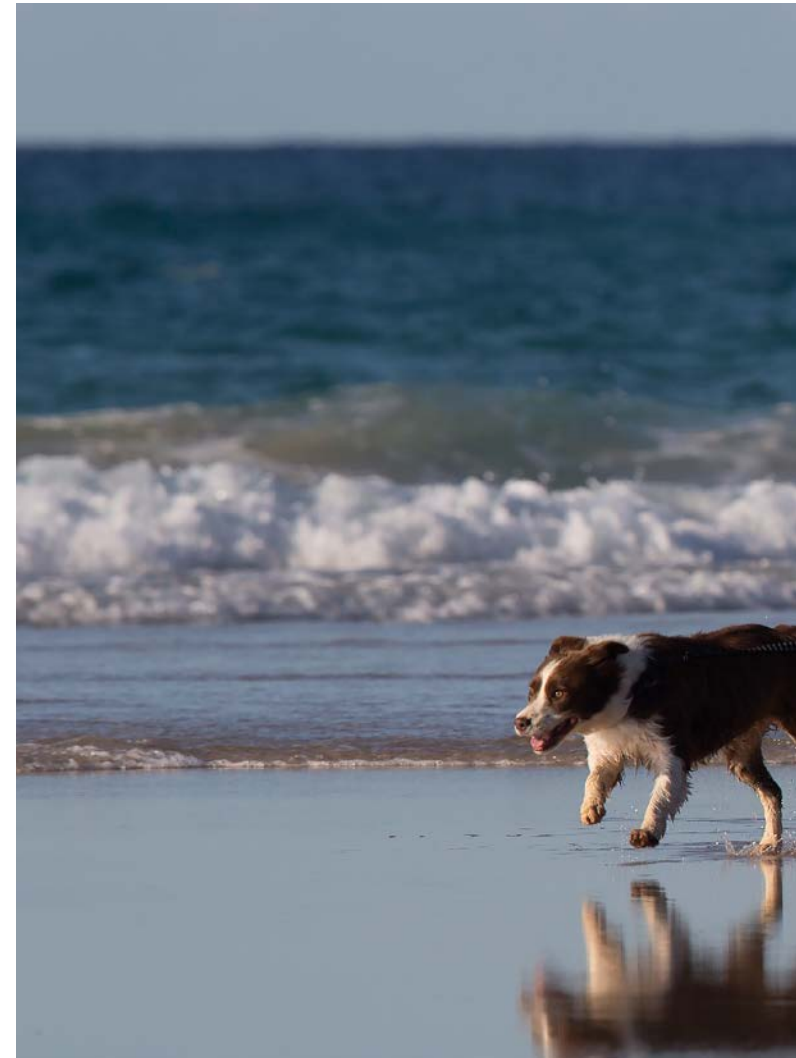
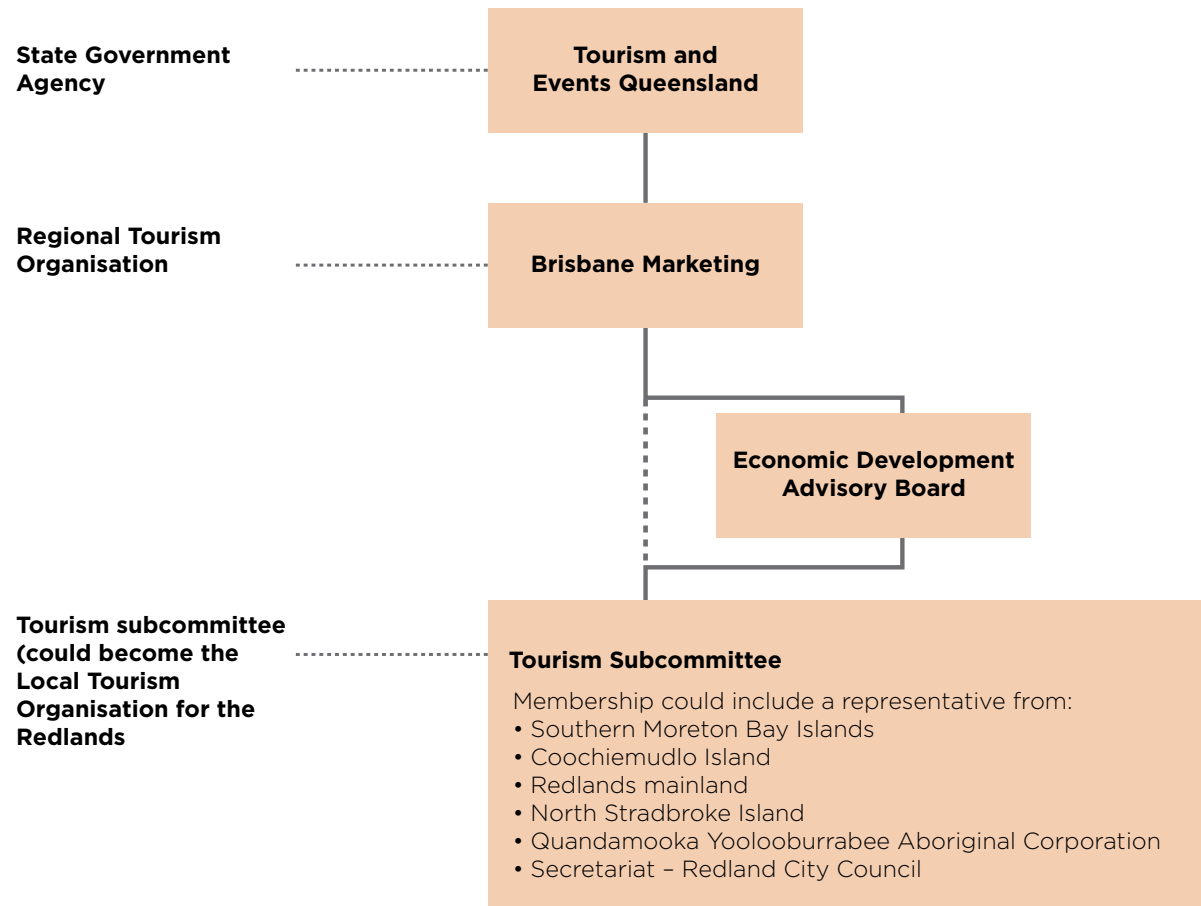
It would then be the responsibility of each tourism representative to put forward a business case on behalf of its stakeholders for specific marketing initiatives through the tourism subcommittee. Through the representative it would be beneficial to demonstrate that local operators had contributed funding to joint initiatives with Council.

The Queensland Government (predominantly through Tourism and Events Queensland) also plays a vital role in supporting regional tourism organisations and councils to grow tourism opportunities and guide tourism development. Brisbane Marketing, as the Redlands' regional tourism organisation, is more likely to prefer to deal with a whole-of-Redlands tourism committee that constitutes representation of the tourism industry from throughout the Redlands rather than four or more separate organisations plus Council. This will enable local tourism stakeholders – via the tourism sub-committee – to be able to tap into funding and other resourcing support that Brisbane Marketing and the Queensland Government may be able to provide, such as assisting with industry training requirements, promotion and marketing.

With Council playing an enabler role for tourism throughout the Redlands – and in consideration of its recent decision to create an Economic Development Advisory Board with a tourism representative – this model is offered as an appropriate next step.

Ideally, within the next three years – and once the Redlands tourism subcommittee is fully functional – Council would look to directly allocate funding on an annual basis to the tourism subcommittee as a local tourism organisation that is currently used to support the tourism industry. This will enable it to function autonomously on behalf of the Redlands tourism industry.

Figure 12: Suggested interim tourism structure





Flinders Beach, North Stradbroke Island



Action Plan

This Action Plan contains steps required to realise future opportunities and achieve the recommendations included in this Tourism Strategy, as well as supplementary actions that can be undertaken to further its success.

Three key result areas will be focused on to help facilitate the successful implementation of this Tourism Strategy.

Actions will be implemented over the following time frames:

- **Short-term** – within the next two years (2015–2017)
- **Medium-term** – within the following three years (2018–2020)
- **Long-term** – those to be undertaken after five or more years (2021 onwards) but may need to commence in the medium-term.

Actions are listed in order of timeframe, not priority.

Key Performance Area 1 – Tourism investment and development opportunities

Action	Focus area in the Redlands	Tasks	Responsibility/ Stakeholders	Timeframe	Key performance indicators
Tourism precinct areas at Toondah Harbour and Weinam Creek Priority Development Areas	Redland mainland	<ul style="list-style-type: none"> Council – along with industry – to work with the Walker Group and State Government to advocate for and confirm tourism precinct areas at each Priority Development Area. 	Council Walker Group Economic Development Queensland Economic Development Advisory Board	Short – medium-term	<ul style="list-style-type: none"> Ongoing – tourism precincts determined and advocated for
Promenade area for visitors at Toondah Harbour and Weinam Creek Priority Development Areas	Redland mainland	<ul style="list-style-type: none"> Council to advocate for the inclusion of an attractive promenade for visitors at both Priority Development Areas including seating, visitor information, interpretive signage and food and beverage facilities. 	Council Tourism subcommittee	Short – medium-term	<ul style="list-style-type: none"> Ongoing – advocate for promenade and associated visitor infrastructure
Conference centre with accommodation at Toondah Harbour	Redland mainland	<ul style="list-style-type: none"> Advocate for the inclusion of a conference centre and attached branded accommodation property at Toondah Harbour. Undertake pre-feasibility study to demonstrate viability of the operation and present to State Government. 	Council Economic Development Advisory Board	Short – medium-term	<ul style="list-style-type: none"> Prefeasibility study to be undertaken by August 2015
Redlands is a recreational vehicle-friendly city	All areas	<ul style="list-style-type: none"> Council to investigate potential to install two dump points in the Redlands. Council to investigate options for overnight short-term parking locations across the Redlands. 	Council Campervan & Motorhome Club of Australia	Short-term	<ul style="list-style-type: none"> Location for dump points and parking identified by August 2015 Dump points operational by June 2016

Action	Focus area in the Redlands	Tasks	Responsibility/ Stakeholders	Timeframe	Key performance indicators
Enhancing the visitor experience	All areas	<ul style="list-style-type: none"> • Council to develop a program called Enhancing the Visitor Experience that aim to deliver projects and programs that unlock the value of parks and natural areas for people's health and well-being while at the same time protecting the environment's biodiversity. • This includes: <ul style="list-style-type: none"> ▪ improving mapping of tracks and trails (horse trails, bike tracks, walking and canoeing/kayaking trails) ▪ increasing signage in Council's major reserves and trackparks ▪ identifying access points to tracks/trails for pedestrians, cyclists and horse riders ▪ developing staging areas in popular reserves i.e. Bayview Conservation Area to cater for outdoor recreational events and the Clarke Street Reserve as the entry to the Redlands Track Park ▪ working with other groups and the State Government to create multi-use recreational trails across the region (regional trails). One current connection that is being planned between Logan City Council, Redland City Council, South East Queensland Trails Alliance and Brisbane South Mountain Bike Club is a connection along Gramzow Road, Mt Cotton which could join Cornubia State Forest and Daisy Hill State Forest with the Bayview Conservation Area ▪ incorporate works for inclusion in the Open Space Asset Management Plan. 	Council	Short – medium-term	<ul style="list-style-type: none"> • Develop a plan by January 2016 that will outline a range of actions to bring about a rapid improvement in the experiences that people have when visiting the city's conservation and outdoor recreation areas.
Destination caravan/holiday park	Redland mainland	<ul style="list-style-type: none"> • Council to investigate possible land sites that could be used and zoned for the development of the destination caravan/holiday park. • Feasibility assessment undertaken to indicate viability of the destination park. If viable, Council to put opportunity out to tender for reputable park operators. 	Private sector Campervan & Motorhome Club of Australia Council	Short-term	<ul style="list-style-type: none"> • Land assessment to be undertaken by December 2015 • Make contact with destination park operators by February 2016 to determine potential costs associated and revenue generating opportunities • Feasibility study to be undertaken by June 2016 • If a positive outcome then solicit destination park investor interest in development at the site

Action	Focus area in the Redlands	Tasks	Responsibility/ Stakeholders	Timeframe	Key performance indicators
Brisbane to Amity Point Ferry Service	North Stradbroke Island	<ul style="list-style-type: none"> Encourage private sector partners to undertake feasibility study to assess viability of operating a ferry service from Brisbane to Amity Point. 	Private sector Council	Short-term	<ul style="list-style-type: none"> Advocate for private sector feasibility study to be undertaken by June 2016
Corporate Glamping	All areas	<ul style="list-style-type: none"> Council, with private sector partner, to investigate possible land sites that could be used and are suitably zoned for the development of corporate glamping. Feasibility assessment to be undertaken to indicate viability of the glamping operation, including number required to operate viably. If viable, Council to work with private sector partner to put opportunity out to tender for reputable glamping operators. 	Council Private sector	Short-term	<ul style="list-style-type: none"> Land assessment to be undertaken by October 2015 Feasibility assessment to be undertaken by December 2015 Tender put out by March 2016
Assess location of the Redlands Visitor Information Centre and options for touch screens, brochure stands and information outlets across the city	All areas	<ul style="list-style-type: none"> Council and Economic Development Advisory Board (through tourism subcommittee) to advocate for the inclusion of a visitor information centre or tourism information outlet in Toondah Harbour or Weinam Creek redevelopments. Council to also consider delivery of brochure stands and collateral to appropriate tourism information locations i.e. museums, ferry terminals, some fuel stations, community halls and some businesses. 	Council Economic Development Advisory Board through tourism subcommittee	Short – medium-term	<ul style="list-style-type: none"> Visitor information centre relocation or information outlet to be advocated for by December 2015 Brochure stands and collateral to be delivered to appropriate tourism information locations across the city by December 2015
Mainland foreshore walk	Redland mainland	<ul style="list-style-type: none"> Undertake feasibility study to assess the development of a foreshore walk along the Redland mainland. This could include breaking the development up over a number of stages. 	Council	Medium – long-term	<ul style="list-style-type: none"> Feasibility study to be undertaken by January 2018
Boardwalk and cycle paths	All areas	<ul style="list-style-type: none"> Determine, via a feasibility study, the potential for a board walk / cycle path from Point Lookout to Dunwich Harbour, via Amity. Linkages between country to coastal areas of the Redlands such as bushland and creek ways could also be considered as part of the Enhancing the Visitor Experience Project. 	Council	Medium-term	<ul style="list-style-type: none"> Feasibility study to be undertaken by January 2018 If viable, development to commence by January 2019

Action	Focus area in the Redlands	Tasks	Responsibility/ Stakeholders	Timeframe	Key performance indicators
Development of jetty/ floating pontoon	Southern Moreton Bay Islands	<ul style="list-style-type: none"> Advocate for a feasibility study to determine size, scale, location and type of jetty/floating pontoon i.e. Russell Island 	Council Queensland Government Department of Transport and Main Roads	Medium-term	<ul style="list-style-type: none"> Feasibility study to be undertaken by March 2018
Development of Dunwich Harbour on North Stradbroke Island	North Stradbroke Island	<ul style="list-style-type: none"> Advocate for a feasibility study to assess the development of Dunwich Harbour as a gateway point, including a restaurant and waterfront bar, floating platform (as a stage), information kiosks and potential for small accommodation facility. 	Council Queensland Government Department of Transport and Main Roads	Medium-term	<ul style="list-style-type: none"> Feasibility study to be undertaken by June 2018
Development of Aviation Park	North Stradbroke Island	<ul style="list-style-type: none"> Advocate for a feasibility study to assess potential to develop an aviation business park/precinct at North Stradbroke Airstrip. 	Council Airstrip operator/land owner Private sector	Long-term	<ul style="list-style-type: none"> Feasibility to be undertaken by June 2020

Key Performance Area 2 – Destination marketing and event opportunities

Action	Focus area in the Redlands	Tasks	Responsibility/ Stakeholders	Timeframe	Key performance Indicators
Events calendar	All areas	<ul style="list-style-type: none"> Develop a coordinated calendar of diverse events across the Redlands that attract locals and visitors. Make the calendar available online. 	Council Event coordinators	Short-term	<ul style="list-style-type: none"> Collation of dates of future events for next two years by July 2015 Ongoing update of events calendar
Events strategy	All areas	<ul style="list-style-type: none"> Council to develop an Redland City Events Strategy 2015 – 2020 Strategy to include: <ul style="list-style-type: none"> Streamlining and coordinating Council processes – one-stop shop for enquiries, balanced calendar of events, safety/risk audits, evaluation services education/upskilling program for external event organisers and providing networking opportunities focus on developing partnerships, sponsorships, funding options i.e. state and federal grants and attracting economically viable events. 	Council Event coordinators Redlands tourism industry	Short-term	<ul style="list-style-type: none"> Strategy to be developed by September 2015 Includes events calendar
Tourism awareness program	All areas	<ul style="list-style-type: none"> Develop a community tourism awareness program that demonstrates the contribution of tourism to the Redlands economy. 	Council	Short-term	<ul style="list-style-type: none"> Community awareness program rolled out by December 2015
Indigenous cultural tourism	All areas	<ul style="list-style-type: none"> Council will work closely with Quandamooka Yoolooburrabee Aboriginal Corporation to maximise Indigenous cultural tourism opportunities that will benefit the Redlands. 	Council Quandamooka Yoolooburrabee Aboriginal Corporation Brisbane Marketing Tourism and Events Queensland	Short-term	<ul style="list-style-type: none"> Strategy to be developed by April 2016
Film-friendly location	All areas	<ul style="list-style-type: none"> Promote Redlands as a film-friendly location. Council to review filming and photography application process and provide information to stakeholders. 	Council Screen Queensland	Short-term	<ul style="list-style-type: none"> Web presence to be developed around filming in the Redlands by July 2016
Develop a mobile-accessible website	All areas	<ul style="list-style-type: none"> Commission a developer to complete a destination mobile-accessible website. 	Council	Short-term	<ul style="list-style-type: none"> Commission web developer by April 2016 Have a draft website ready by end of February 2017 Launch website by April 2017

Action	Focus area in the Redlands	Tasks	Responsibility/ Stakeholders	Timeframe	Key performance Indicators
Development of identity for the Redlands local government area	All areas	<ul style="list-style-type: none"> Development of local government area destination identity, as well as potential sub-brands for areas within the Redlands in consultation with the tourism industry. 	Council Tourism subcommittee Redlands tourism industry Brisbane Marketing	Short-term	<ul style="list-style-type: none"> Undertake workshops with tourism industry to discuss identity concepts by June 2016 Have identities drafted by August 2016 Have identities confirmed by October 2016
Packaging of product	All areas	<ul style="list-style-type: none"> Identify product that could be packaged and promoted including accommodation, transport and activities. This will involve a wide range of stakeholders but Council and the tourism subcommittee need to take a leadership role and undertake the facilitation for this. 	Council Tourism subcommittee Redlands tourism industry	Short-term	<ul style="list-style-type: none"> Tourism subcommittee to work with Redlands tourism industry to develop three packages by January 2016 Packages to be promoted from March 2016 A further three packages to be developed and promoted by March 2017
Improvement of visitor information services	All areas	<ul style="list-style-type: none"> Investigate the inclusions of interactive technology at the Redlands Visitor Information Centre. 	Council Tourism Subcommittee	Short – medium-term	<ul style="list-style-type: none"> Undertake investigation by June 2017 Implement any changes by December 2018
Social media strategy	All areas	<ul style="list-style-type: none"> Once website is developed, create a social media strategy to help ensure social media sources for the promotion of the Redlands are integrated and streamlined. 	Council Tourism subcommittee Brisbane Marketing	Medium-term	<ul style="list-style-type: none"> Strategy developed by June 2018 Increase in Facebook members/likes as targeted by 20% per annum from January 2019 Increase in Twitter members/likes as targeted by 15% per annum from January 2019
Food and art trails	All areas	<ul style="list-style-type: none"> Work with industry to develop and market a range of food and art trails throughout the Redlands, particularly in rural areas. This could include coffee trails for cyclists. 	Tourism subcommittee Industry operators	Medium-term	<ul style="list-style-type: none"> Two trails developed and marketed by January 2017 A further two trails developed and marketed by December 2018
Cooking schools	All areas	<ul style="list-style-type: none"> Undertake feasibility for the development of cooking school that caters for both adults and children. This will involve investigating possible demand, the most suitable location, potential operators and grants which could be applied for. 	Tourism Subcommittee Industry operators	Medium-term	<ul style="list-style-type: none"> Feasibility study to be undertaken by January 2018 If positive outcome, then solicit operator interest by June 2018 Introduce by December 2019

Key Performance Area 3 – Supporting infrastructure and coordination opportunities

Action	Focus area in the Redlands	Tasks	Responsibility/ Stakeholders	Timeframe	Key performance Indicators
Development of tourism subcommittee for the Redlands	All areas	<ul style="list-style-type: none"> Tourism subcommittee set up comprising tourism industry stakeholders from across the Redlands. Tourism subcommittee advocates its stakeholder needs through Council and the Tourism representative of the Economic Development Advisory Board. 	Tourism operators Council Brisbane Marketing	Short-term	<ul style="list-style-type: none"> Set up by October 2015
Improvement of bus services on the Islands	North Stradbroke Island/Southern Moreton Bay Islands	<ul style="list-style-type: none"> Tourism subcommittee to work with existing operators of the island bus services to increase routes and timetables. This could involve packaging and marketing their services. 	Tourism subcommittee Bus operators	Short-term	<ul style="list-style-type: none"> Commence discussions with bus operators by December 2015
Stimulate investment into the Redlands	All areas	<ul style="list-style-type: none"> Review Tourism and Accommodation Incentive Package prior to its expiration on 30 June 2016 in line with City Plan 2015. Package should indicate the types of development in tourism that Council will actively support. 	Council Economic Development Advisory Board	Short-term	<ul style="list-style-type: none"> Review to be completed by April 2016
Interpretive signage improvement program	All areas	<ul style="list-style-type: none"> Conduct an interpretive signage audit. Develop a signage strategy that identifies ideal signage locations to promote the Redlands attractions/experiences in a highly appealing way. The need and appropriate location for directional signage across the region should be included in the improvement program. 	Council Brisbane Marketing Queensland Government Department of Transport and Main Roads RACQ	Medium-term	<ul style="list-style-type: none"> Signage strategy to be developed by June 2017 Designs for new signage completed and tested by January 2018 New signage submitted for State Government approval by May 2018 New signage is installed no later than four months post-State Government approval

Action	Focus area in the Redlands	Tasks	Responsibility/ Stakeholders	Timeframe	Key performance Indicators
Strategic plan for North Stradbroke Island	North Stradbroke Island	<ul style="list-style-type: none"> Leverage off Council's involvement in the North Stradbroke Island Economic Transition Group to support long-term economic sustainability for the island that aligns with Council's strategic objectives. 	Council State Government agencies Quandamooka Yoolooburrabee Aboriginal Corporation Straddie Chamber of Commerce University of Queensland Sibelco North Stradbroke Island residents Economic Development Advisory Board	Short – medium-term	<ul style="list-style-type: none"> Implement the North Stradbroke Island Economic Transition Strategy by June 2018
Roving ambassador program	All areas	<ul style="list-style-type: none"> Development of volunteer-based, roving ambassador program, particularly during peak visitor periods. Roving ambassadors could be located at welcoming stations near ferry terminals and provide directions and advice on what to do/ see. 	Economic Development Advisory Board through tourism subcommittee Quandamooka Yoolooburrabee Aboriginal Corporation	Medium-term	<ul style="list-style-type: none"> Establish and implement program by November 2017 Sign up 20 volunteers at program start date Increase volunteer base by 10% per annum from program start date
Customer service program	All areas	<ul style="list-style-type: none"> Tourism subcommittee to investigate grants/funding available from the State Government to undertake a customer service training program with the tourism industry in the Redlands. 	Economic Development Advisory Board through tourism subcommittee Queensland Government Department of Education and Training Industry operators	Medium-term	<ul style="list-style-type: none"> Training opportunities to be investigated by June 2018 If successful, program to be rolled out by December 2018

Contact details

For more information about tourism in the Redlands please contact Redland City Council on 3829 8999.

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 in June 2015. Any representation, statement, opinion or advice, expressed or implied in this publication is made in good faith for general information purposes but and on the basis that the 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 that 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.



11.3 PORTFOLIO 3 (CR JULIE TALTY)**CITY PLANNING AND ASSESSMENT****11.3.1 DECISIONS MADE UNDER DELEGATED AUTHORITY FOR CATEGORY 1, 2 & 3 DEVELOPMENTS**

Objective Reference: A197270
Reports and Attachments (Archives)

Attachment: [Attachment – Decisions Made Under Delegated Authority 17.05.2015 to 30.05.2015](#)

Authorising Officer: 
Louise Rusan
General Manager Community & Customer Services

Responsible Officer: David Jeanes
Group Manager City Planning & Assessment

Report Author: Debra Weeks
Group Support Officer City Planning & Assessment

PURPOSE

The purpose of this report is for Council to note that the decisions listed below were made under delegated authority for Category 1, 2 and 3 development applications.

This information is provided for public interest.

BACKGROUND

At the General Meeting of 27 July, 2011, Council resolved that development assessments be classified into the following four Categories:

Category 1 – Minor Complying Code Assessments and Compliance Assessments and associated administrative matters, including correspondence associated with the routine management of all development applications;

Category 2 – Complying Code Assessments and Compliance Assessments and Minor Impact Assessments;

Category 3 – Moderately Complex Code & Impact Assessments; and

Category 4 – Major and Significant Assessments.

The applications detailed in this report have been assessed under:-

- Category 1 criteria - defined as complying code and compliance assessable applications, including building works assessable against the planning scheme, and other applications of a minor nature, including all accelerated applications.

- Category 2 criteria - defined as complying code assessable and compliance assessable applications, including operational works, and Impact Assessable applications without submissions of objection. Also includes a number of process related delegations, including issuing planning certificates, approval of works on and off maintenance and the release of bonds, and all other delegations not otherwise listed.
- Category 3 criteria that are defined as applications of a moderately complex nature, generally mainstream impact assessable applications and code assessable applications of a higher level of complexity. Impact applications may involve submissions objecting to the proposal readily addressable by reasonable and relevant conditions. Both may have minor level aspects outside a stated policy position that are subject to discretionary provisions of the Planning Scheme. Applications seeking approval of a plan of survey are included in this category. Applications can be referred to General Meeting for a decision.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: Cr J Talty
Seconded by: Cr P Gleeson

That Council resolves to note this report.

CARRIED 10/0

Mayor K Williams was not present when the motion was put.

Decisions Made Under Delegated Authority 17.05.2015 to 23.05.2015								
Application	Description	Category	Applicant	Property Address	Application Type	Decision Date	Decision	Division
Category 1								
BWP002785	Above Ground Pool	Category1	Mark John Badrick	11 Arthur Street, Wellington Point QLD 4160	Code Assessment	18/05/2015	Development Permit	1
BWP002920	Building Over or near sewer line subdivision one into three	Category1	Complete Building Certification	27-31 Frederick Street, Wellington Point QLD 4160	Concurrence Agency Response	19/05/2015	Approved	1
BWP002930	Design & Siting - Carport	Category1	Adrian Brett Tong	18 Oak Street, Ormiston QLD 4160	Concurrence Agency Response	21/05/2015	Approved	1
ROL005795	Standard Format 1 into 2 lots	Category1	East Coast Surveys Pty Ltd	6 Sommersea Drive, Cleveland QLD 4163	Code Assessment	22/05/2015	Permissible Change	2
BWP002924	Design & Siting - Setbacks	Category1	Complete Building Certification Nick Penkus Pty Ltd	6 Crosby Place, Cleveland QLD 4163	Concurrence Agency Response	20/05/2015	Approved	2
BWP002938	Design & Siting - Dwelling House	Category1	The Certifier Pty Ltd	205A Queen Street, Cleveland QLD 4163	Concurrence Agency Response	22/05/2015	Approved	2
BWP002942	Design & Siting - Dwelling House	Category1	NCL Group	22A Acacia Street, Thornlands QLD 4164	Concurrence Agency Response	22/05/2015	Approved	3

Decisions Made Under Delegated Authority 17.05.2015 to 23.05.2015								
BWP002943	Design & Siting - Dwelling House	Category1	NCL Property Management	22 Acacia Street, Thornlands QLD 4164	Concurrence Agency Response	22/05/2015	Approved	3
BWP002616	Design and Siting - Domestic Additions	Category1	Applied Building Approvals Michael Landon	8 Finuge Court, Victoria Point QLD 4165	Concurrence Agency Response	22/05/2015	Permissible Change	4
ROL005875	Standard Format 1 into 2	Category1	Amanda Entwistle David James Entwistle	6 Base Street, Victoria Point QLD 4165	Code Assessment	18/05/2015	Development Permit	4
MCU013466	Dwelling House - SMBI	Category1	Reliable Certification Services	4-6 Player Court, Russell Island QLD 4184	Code Assessment	20/05/2015	Development Permit	5
MCU013467	Dwelling House	Category1	Serenity Constructions	39-75 Heinemann Road, Mount Cotton QLD 4165	Code Assessment	21/05/2015	Development Permit	6
BWP002904	Domestic Outbuilding - Shed	Category1	Serenity Constructions	39-75 Heinemann Road, Mount Cotton QLD 4165	Code Assessment	21/05/2015	Development Permit	6
BWP002926	Design & Siting - Patio - Setbacks	Category1	Alliance Building Approvals	183 Vienna Road South, Alexandra Hills QLD 4161	Concurrence Agency Response	20/05/2015	Approved	7
BWP002937	Design & Siting - Patio	Category1	The Certifier Pty Ltd	33 Jasper Street, Wellington Point QLD 4160	Concurrence Agency Response	21/05/2015	Approved	8
BWP002944	Design & Siting - Dwelling House	Category1	Building Code Approval Group Pty Ltd	12 Cashmere Court, Wellington Point QLD 4160	Concurrence Agency Response	22/05/2015	Approved	8
BWP002931	Design and Siting - Detached Dwelling and Open Carport	Category1	Dixon Homes Pty Ltd (Sherwood)	12 Beenwerrin Crescent, Capalaba QLD 4157	Concurrence Agency Response	21/05/2015	Approved	9
MCU012885	Multiple Dwelling x 6	Category1	DEQ Consulting Engineers The Certifier Pty Ltd	6 Collingwood Road, Birkdale QLD 4159	Code Assessment	18/05/2015	Permissible Change	10

Decisions Made Under Delegated Authority 17.05.2015 to 23.05.2015								
BWP002925	Design & Siting - Dwelling House	Category1	Clarendon Homes Qld Pty Ltd	17 Creek Road, Birkdale QLD 4159	Concurrence Agency Response	20/05/2015	Approved	10
BWP002927	Design & Siting - Dwelling House - Setbacks	Category1	Pacific Approvals Pty Ltd	117 Mooroodu Road, Thorneside QLD 4158	Concurrence Agency Response	20/05/2015	Approved	10
Category 2								
OPW001848	Operational Works - Domestic Driveway Crossover	Category2	Mark Anthony Huges Tracey Anne Huges	9 Warlow Close, Wellington Point QLD 4160	Code Assessment	21/05/2015	Development Permit	1
OPW001815	Operational Works MCU (civil) - Multiple dwelling x 4 Smart Eda	Category2	Javica Pty Ltd	13 Channel Street, Cleveland QLD 4163	Compliance Assessment	21/05/2015	Compliance Certificate	2
OPW001823	Operational Works - ROL 1 into 15 Lots (Smart eDA)	Category2	BMD Consulting	144-154 Bay Street, Cleveland QLD 4163	Code Assessment	21/05/2015	Development Permit	2
OPW001838	Operational Works - Prescribed Tidal Works - Pontoon &	Category2	Resort Homes Brisbane Pty Ltd Superior Jetties	23 Seacrest Court, Cleveland QLD 4163	Code Assessment	21/05/2015	Development Permit	2
OPW001845	Operational Works - Prescribed Tidal Works - Pontoon	Category2	Resort Homes Brisbane Pty Ltd	24 Seacrest Court, Cleveland QLD 4163	Code Assessment	21/05/2015	Development Permit	2
OPW001846	Operational Works - Prescribed Tidal Works - Pontoon	Category2	Resort Homes Brisbane Pty Ltd	23A Seacrest Court, Cleveland QLD 4163	Code Assessment	21/05/2015	Development Permit	2
MC011913	Utility Installation	Category2	Energex Limited	27-39 Centre Road, Russell Island QLD 4184	Code Assessment	20/05/2015	Permissible Change	5
MCU013425	Community Facility, Place of Worship, Administration Office and Training	Category2	The Cage Youth Foundation	882-892 German Church Road, Redland Bay QLD 4165	Code Assessment	19/05/2015	Development Permit	5


Decisions Made Under Delegated Authority 17.05.2015 to 23.05.2015								
OPW001665	Operational Work - Import of Topsoil at 95-97 Boundary	Category2	Jeanette Frances Vaughan William T Vaughan	95-97 Boundary Road, Thornlands QLD 4164	Code Assessment	18/05/2015	Development Permit	6
MCU013396	Indoor Recreation Facility - Crossfit	Category2	Gavin Rhys Groves Joanne Groves	18 Merritt Street, Capalaba QLD 4157	Code Assessment	22/05/2015	Development Permit	9

Decisions Made Under Delegated Authority 24.05.2015 to 30.05.2015								
Application	Description	Category	Applicant	Property Address	Application Type	Decision Date	Decision	Division
Category 1								
ROL005918	Boundary Realignment 2 into 2 Lots	Category1	Lynette Margaret Impey Philip Murray Impey	31 Plumer Street, Wellington Point QLD 4160	Code Assessment	28/05/2015	Development Permit	1
BWP002936	Design & Siting - Dwelling House	Category1	Steve Bartley & Associates Pty Ltd	11 George Street, Ormiston QLD 4160	Concurrence Agency Response	29/05/2015	Approved	1
MCU013448	Multiple Dwellings x 5	Category1	Gateway Survey & Planning	7 Yarrow Court, Cleveland QLD 4163	Code Assessment	27/05/2015	Development Permit	2
BWP002949	Design & Siting - Dwelling House	Category1	Building Code Approval Group Pty Ltd	109 Thornlands Road, Thornlands QLD 4164	Concurrence Agency Response	27/05/2015	Approved	3
BWP002963	Design & Siting - Shed	Category1	Applied Building Approvals	52 Flamingo Crescent, Thornlands QLD 4164	Concurrence Agency Response	29/05/2015	Approved	3
BWP002941	Dwelling House	Category1	BA Group Australia Pty Ltd	28 Huntly Place, Redland Bay QLD 4165	Concurrence Agency Response	26/05/2015	Approved	5
BWP002219	Domestic Outbuilding	Category1	Margit Sabina Buldo DBR Building Certification	97-99 Pioneer Road, Sheldon QLD 4157	Permissible Change	27/05/2015	Development Permit	6
BWP002935	Design & Siting - Dwelling House	Category1	Steve Bartley & Associates Pty Ltd	23 Brut Street, Mount Cotton QLD 4165	Concurrence Agency Response	25/05/2015	Approved	6
BWP002914	Design & Siting - Patio	Category1	Applied Building Approvals	47 Cochrane Street, Alexandra Hills QLD 4161	Concurrence Agency Response	27/05/2015	Approved	7
MCU013472	Dwelling House	Category1	Casey Jackson Homes Pty Ltd	39 David Street, Thornside QLD 4158	Code Assessment	26/05/2015	Development Permit	10

Application	Description	Category	Applicant	Property Address	Application Type	Decision Date	Decision	Division
Category 2								
MC010420	Extension to Aged Care Facility	Category2	Walter Elliott Holdings Pty Ltd	Palm Lake Retirement Village Redland Bay, 55-61 Hamilton Street, Redland Bay QLD 4165	Extension to Relevant Period	27/05/2015	Approved	5
ROL005884	Standard Format - 1 into 5	Category2	East Coast Surveys Pty Ltd	81 Main Street, Redland Bay QLD 4165	Code Assessment	29/05/2015	Development Permit	5
OPW001795	Operational Works - MCU- Retirement Villa - Stage 13	Category2	Renaissance Victoria Point Pty Ltd	36-40 Bunker Road, Victoria Point QLD 4165	Compliance Assessment	27/05/2015	Approved	6
OPW001592.7	Operational Works Era Stage 7 - 33 Lots	Category2	Sheehy & Partners Pty Ltd	401-451 Redland Bay Road, Capalaba QLD 4157	Code Assessment	29/05/2015	Development Permit	7
OPW001839	Operational Works - MCU - Vehicle Depot (landscaping ONLY)	Category2	Larrawood Pty Ltd	265 Redland Bay Road, Capalaba QLD 4157	Compliance Assessment	28/05/2015	Approved	7
MC012144	Multiple Dwelling x 25 (originally lodged as 33 units)	Category2	Horizon Property Holdings Pty Ltd	171 Allenby Road, Wellington Point QLD 4160	Extension to Relevant Period	25/05/2015	Approved	8
OPW001807	Operational Works for ROL 2 into 29 Lots	Category2	Sutgold Pty Ltd	26 Armando Street, Alexandra Hills QLD 4161	Code Assessment	27/05/2015	Development Permit	8
OPW001782	Combined Operational and Landscaping Works - Multiple Dwelling x 6 (EDA)	Category2	Jaxl Group Pty Ltd As Trustee	6 Collingwood Road, Birkdale QLD 4159	Compliance Assessment	29/05/2015	Compliance Certificate	10

11.3.2 APPEALS LIST CURRENT AS AT 3 JUNE 2015

Objective Reference: A197304
Reports and Attachments (Archives)

Authorising Officer: 
Louise Rusan
General Manager Community & Customer Services

Responsible Officer: David Jeanes
Group Manager City Planning & Assessment

Report Author: Chris Vize
Service Manager Planning Assessment

PURPOSE

The purpose of this report is for Council to note the current appeals.

BACKGROUND

Information on appeals may be found as follows:

1. Planning and Environment Court

- a) Information on current appeals and declarations with the Planning and Environment Court involving Redland City Council can be found at the District Court web site using the "Search civil files (eCourts) Party Search" service: <http://www.courts.qld.gov.au/esearching/party.asp>
- b) Judgements of the Planning and Environment Court can be viewed via the Supreme Court of Queensland Library web site under the Planning and Environment Court link: <http://www.sclqld.org.au/qjudgment/>

2. Department of Infrastructure, Local Government and Planning (DILGP)

The DILGP provides a Database of Appeals (<http://www.dlg.qld.gov.au/resources/tools/planning-and-environment-court-appeals-database.html>) that may be searched for past appeals and declarations heard by the Planning and Environment Court.

The database contains:

- A consolidated list of all appeals and declarations lodged in the Planning and Environment Courts across Queensland of which the Chief Executive has been notified.
- Information about the appeal or declaration, including the appeal number, name and year, the site address and local government.

ISSUES

1.	File Number:	Appeal 1963 of 2009 (MC010715)
Applicant:		JT George Nominees P/L
Application Details:		Preliminary Approval for MCU for neighbourhood centre, open space and residential uses (concept master plan). Cnr Taylor Rd & Woodlands Dve, Thornlands.
Appeal Details:		Applicant appeal against refusal.
Current Status:		The appellant has submitted further amended plans for consideration. The matter has been adjourned to 26 June 2015.

2.	File Number:	Appeal 2675 of 2009. (MC010624)
Applicant:		L M Wigan
Application Details:		Material Change of Use for residential development (Res A & Res B) and preliminary approval for operational works. 84-122 Taylor Road, Thornlands.
Appeal Details:		Applicant appeal against refusal.
Current Status:		The appellant has submitted further amended plans for the consideration of the parties. The matter has been adjourned to 24 June 2015.

3.	File Number:	Appeal 4521 of 2013 (MCU012995)
Applicant:		D Polzi and ML Polzi
Application Details:		Material Change of Use for a Landscape Supply Depot.
Appeal Details:		Submitter appeal against development permit approval.
Current Status:		Listed for review 24 June 2015.

4.	File Number:	Appeal 4802 of 2014 (OPW001288)
Applicant:		Birkdale Flowers Pty Ltd
Application Details:		Operational Works subsequent to reconfiguring a lot (1 into 28 lots).
Appeal Details:		Originating application seeking enforcement orders for removal of encroachments upon adjoining land and compliance with relevant approvals.
Current Status:		The parties attended a without prejudice mediation in March 2015 to discuss the matter. Listed for review on 22 July 2015.

5.	File Number:	Appeals 178, 179, 180 & 181 of 2015 (ROL005722 – ROL005725 inclusive)
Applicant:		Villa World Development Pty Ltd
Application Details:		Reconfiguring a Lot - 1 into 37 lots (Stage 4), 1 into 32 lots (Stage 5), 1 into 32 lots (Stage 6) and 1 into 33 lots (Stage 7).
Appeal Details:		Applicant appeals against refusal of request for Negotiated Infrastructure Charges Notices.
Current Status:		Parties attended a without prejudice mediation in April 2015 to discuss the matter.

6.	File Number:	Appeal 702 of 2015 (MCU013304)
Applicant:		E De Graeve-Brennan and G De Graeve-Brennan
Application Details:		Material Change of Use for Multiple Dwelling (9 units) 578 & 580 Main Road, Wellington Point
Appeal Details:		Submitter appeal against development approval.
Current Status:		Appeal filed 23 February 2015.

7.	File Number:	Appeal 795 of 2015 (MCU013316)
Applicant:		James Tovey Wilson
Application Details:		Material Change of Use for Mixed Use – Tourist Accommodation (71 units), Apartment Building (28 units), Refreshment Establishment and Shop 18-20 Waterloo Street Cleveland
Appeal Details:		Submitter appeal against development approval.
Current Status:		Appeal filed 27 February 2015.

8.	File Number:	Appeals 1610 & 1611 of 2015 (MCU011532)
Applicant:		Skyhope Developments
Application Details:		Material Change of Use for Apartment Building (271 Units) 54-58 Mount Cotton Road, Capalaba
Appeal Details:		Applicant appeals against Infrastructure Charges Notice.
Current Status:		Parties attended a without prejudice mediation in May 2015 to discuss the matter.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: Cr J Talty
Seconded by: Cr P Gleeson

That Council resolves to note this report.

CARRIED 10/0

Mayor K Williams was not present when the motion was put.

11.3.3 REPEAL OF CORPORATE POL-3063 WATERFRONT STRUCTURES AND GL-3063-001 WATERFRONT STRUCTURES**Objective Reference:** A190085**Authorising Officer:** **Louise Rusan
General Manager Community & Customer Services****Responsible Officer:** **David Jeanes
Group Manager City Planning and Assessment****Author:** **Dean Butcher
Strategic Planner City Planning & Assessment**

PURPOSE

The purpose of this report is to seek Council approval to repeal Corporate POL – 3063 Waterfront Structures & GL – 3063 – 001 Waterfront Structures.

BACKGROUND

In 2001, the Waterfront Structures Transitional Planning Scheme Policy (PSP) was brought into effect to regulate the construction of structures such as swimming pools, decks and other works within 9m of a revetment wall adjoining an artificial waterway. The PSP was designed to ensure:

- Structural stability of the waterfront structure, waterway, embankment or revetment wall;
- Waterfront structures did not restrict the maintenance, hydraulic and flood carrying capacity of the waterway; and
- Waterfront structures did not interfere with public access or usage of the waterway or inter-tidal zone.

The Waterfront Structures Transitional PSP remained in effect until 2006, when it was repealed by Council Resolution on 15 March 2006 as part of the adoption of the Redlands Planning Scheme 2006. The PSP was then replaced in part by the Private Waterfront Structures Code in the Redlands Planning Scheme (from 30 March 2006) and the State IDAS Code for Prescribed Tidal Works (from 18 November 2005).

Following the repeal of Policy, it was recognised that the repealed PSP contained provisions relating to development within 9m of a revetment wall in an artificial waterway that were not adequately addressed by either the Private Waterfront Structures Code or the State IDAS Code. To address this issue, the revised Waterfront Structures Policy and Guideline (POL – 3063 Waterfront Structures & GL – 3063 – 001 Waterfront Structures) were adopted by Council resolution on 2 May 2007 in accordance with Section 32(1)(b) of the *Building Act 1975*. At the time, the Waterfront Structures Policy was intended as an interim measure until such time as a long term solution to manage revetment walls adjoining canals and lakes could be developed.

This led to the former City Planning Team in consultation with the City Infrastructure Group preparing a new overlay code now known as the Canal and Lakeside Structures Overlay (CLSO). This overlay code formed part of Major Amendment Package 01/2013 and was approved for adoption by the Minister of the Department of State Development, Infrastructure and Planning (DSDIP) on 22 December 2014. It came into effect as part of the Redlands Planning Scheme 2006 Version 7 on 20 March 2015.

With the introduction of the CLSO into the current Planning Scheme it is appropriate to repeal the now redundant policy and guideline and remove them from the Policies, Guidelines and Procedures Register.

ISSUES

While the Waterfront Structures Policy and Guideline is no longer necessary with the introduction of the new scheme overlay (CLSO), it does contain some useful background material that may assist landowners proposing to undertake certain types of development in close proximity to the city's revetment walls. Recognising these circumstances, the relevant content will be extracted from the existing Guideline and used to create an information package that can be issued to the general public. This information package will be developed with the assistance of the City Infrastructure Group's Marine Infrastructure Planning Unit.

STRATEGIC IMPLICATIONS

Legislative Requirements

Council's Policy Development Manual notes that for a policy document to be repealed, the original authorising agent must approve the repeal. In this case, the policy and guideline were originally adopted by Council and subsequently, Council must approve these documents being repealed.

Risk Management

Removing the redundant Policy and Guideline and developing a supporting information package will ensure that there is no confusion regarding Council's adopted position to manage the impacts of development on the structural integrity of the City's revetment walls through the Redlands Planning Scheme.

Financial

There are no costs associated with repealing POL – 3063 Waterfront Structures & GL – 3063 – 001 Waterfront Structures. It is noted that the statutory planning scheme provisions which replaced the policy and guideline have already been brought into effect as part of the Redlands Planning Scheme 2006 Version 7.

People

There are minimal staff resources required to remove POL – 3063 Waterfront Structures & GL – 3063 – 001 Waterfront Structures from Council's Policies, Guidelines and Procedures Register.

Environmental

The removal of POL – 3063 Waterfront Structures & GL – 3063 – 001 Waterfront Structures will not have any environmental impacts.

Social

The proposed change will remove a redundant policy and guideline from Council's Policies, Guidelines and Procedures Register. This will reduce red tape and streamline the assessment of applications through the Planning Scheme.

Alignment with Council's Policy and Plans

The proposed change will remove a redundant policy and guideline and ensure a consistent regulatory framework delivered through the recent amendments to the Redlands Planning Scheme.

CONSULTATION

City Planning and Assessment have consulted with the:

- City Infrastructure Group (Marine Infrastructure Planning Unit);
- Community and Customer Services Group (Integrated Customer Contact Centre Unit);
- Service Manager of Engineering and Environment;
- Service Manager of Planning Assessment; and
- Project Officer of Design and Coordination.

OPTIONS

1. That Council resolve to repeal POL-3063 Waterfront Structures & GL-3063-001 Waterfront Structures.
2. That Council resolve to retain POL-3063 Waterfront Structures & GL-3063-001 Waterfront Structures.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: Cr J Talty
Seconded by: Cr M Edwards

That Council resolves to repeal POL-3063 Waterfront Structures & GL-3063-001 Waterfront Structures.

CARRIED 11/0

11.4 PORTFOLIO 4 (CR LANCE HEWLETT)**COMMUNITY & CULTURAL SERVICES, ENVIRONMENT & REGULATION****11.4.1 NEW LEASE TO CROWN CASTLE AUSTRALIA AT QUARRY ROAD BIRKDALE**

Objective Reference:	A188268 Reports and Attachments (Archives)
Attachment:	<u>Site Plan Crown Castle Lease Quarry Road, Birkdale</u>
Authorising Officer:	 Louise Rusan General Manager Community and Customer Services
Responsible Officer:	Gary Photinos Group Manager Environment and Regulation
Report Author:	Merv Elliott Principal Property Consultant

PURPOSE

The purpose of this report is to recommend that Council grant a lease to Crown Castle Australia for a mobile phone facility at Quarry Road, Birkdale described as part of Lot 2 on RP177296 as shown on the site plan attached.

BACKGROUND

Crown Castle Australia has negotiated with Council officers a potential site for a mobile phone tower facility at Quarry Road, Birkdale. The facility includes a monopole and equipment shelter of approximately 60m² as shown on the attached Site Plan.

Development approval for a material Change of Use (Impact Assessment) was issued by Council on 20th April 2015 including conditions regarding landscape screening, electromagnetic radiation, etc. One submission was received from a member of the public during the Public Notification phase however there has been no appeal of the decision lodged in the Planning & Environment Court, and execution of the proposed lease will not be actioned until the submitter appeal rights have closed.

ISSUES

To allow construction of the facility to proceed, Council approval of a lease to Crown Castle Australia is required.

Crown Castle Australia have requested a 20 year lease. Given the terms including rent revenue which will be received by Council, a 20 year lease is recommended with terms and conditions to be negotiated by the Chief Executive Officer.

STRATEGIC IMPLICATIONS

Legislative Requirements

S.236 of the *Local Government Regulation 2012* allows a Local Government to dispose of land or an interest in land for the purpose of a lease for a telecommunication tower by resolution. The Regulation also states that disposal must be equal to or more than market value of the interest in land as determined by an external registered valuer. It is the belief of Council officers that rent charged by Redland City Council for new mobile phone leases is equal to or above market value, however an independent valuation will be obtained to ensure compliance with the Regulation.

Risk Management

Issues such as electromagnetic radiation and proximity to adjoining properties were addressed through the Material Change of Use approval. In addition, Crown Castle Australia will be required to maintain public liability insurance in relation to the mobile phone facility.

Financial

Council will not incur any costs with the proposed facility as Crown Castle Australia shall be required to construct and maintain the facility and pay for lease preparation and registration in Titles Office. Council will receive considerable rent for the duration of the lease.

People

There are no staff implications.

Environmental

Environmental impacts of the proposed facility were assessed and conditioned as part of the Material Change of Use.

Periodic electromagnetic radiation testing and compliance is the responsibility of Crown Castle Australia.

Social

One objection from the public to the proposed facility was received through the Material Change of Use process. Whether the objector takes the matter further through litigation is still an option and execution of the lease will not proceed until these matters are resolved.

Alignment with Council's Policy and Plans

The proposed lease is in line with previous commercial telecommunication leases over Council land and the anticipated revenue will support Council's financial sustainability.

CONSULTATION

The Principal Property Consultant has consulted with the Parks and Conservation Services Manager, Divisional Councillor - Cr. Paul Bishop and Crown Castle Australia Consultants.

OPTIONS

1. That Council resolve to:

1. Approve a lease to Crown Castle Australia within Council land described as Lot 2 on RP177296 as shown on the attached Site Plan for a term of 20 years on terms and conditions satisfactory to the Chief Executive Officer;
2. Agree that S.236(2) of the Local Government Regulation 2012 applies allowing the lease to be entered without prior auction or tender; and
3. Delegate authority to the Chief Executive Officer under s.257(1)(b) of the *Local Government Act 2009* to sign all documents in regard to this matter.

2. That Council resolves not to approve the Officer's Recommendation.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: Cr L Hewlett

Seconded by: Cr J Talty

That Council resolve to:

1. Approve a lease to Crown Castle Australia within Council land described as Lot 2 on RP177296 as shown on the attached Site Plan for a term of 20 years on terms and conditions satisfactory to the Chief Executive Officer;
2. Agree that S.236(2) of the Local Government Regulation 2012 applies allowing the lease to be entered without prior auction or tender; and
3. Delegate authority to the Chief Executive Officer under s.257(1)(b) of the *Local Government Act 2009* to sign all documents in regard to this matter.

CARRIED 10/1

Cr Bishop voted against the motion.

Site Plan for Crown Castle Australia at Quarry Road, Birkdale



12 MAYORAL MINUTE

Nil.

13 NOTICES OF MOTION TO REPEAL OR AMEND RESOLUTIONS

Nil.

14 NOTICES OF MOTION**14.1 NOTICE OF MOTION – CR ELLIOTT****14.1.1 CONFIDENTIAL REPORTS AND RESOLUTIONS**

In accordance with s.7(3) *Redland City Council Meetings – Standing Orders*, Cr Elliott moved as follows:

COUNCIL RESOLUTION

Moved by: Cr M Elliott

Seconded by: Cr J Talty

That council resolves to:

1. Subject to resolution 2 below, publish on Council's website all general meeting reports including attachments that have been resolved by Council since January 2010 to be kept wholly or partly confidential (noting that these will be attached to the minutes of the original meetings to which they relate);
2. To redact information contained in the reports and attachments referred to in resolution 1 that may fall within the exceptions listed in the Right to Information Act 2009 (RTI) including Personal Information, Legally Privileged Advice, Commercial in Confidence information, and Third Party Opinion that may be applied for and assessed by RTI application; and
3. That the Chief Executive Officer implements a procedure to action the above resolutions as soon as practical, working from the most recent reports, backward in time; and applies such procedure to ensure future confidential resolutions are regularly reviewed and published wholly or partly as soon as the confidentiality terms are met in accordance with the RTI Act.

CARRIED 11/0

15 URGENT BUSINESS WITHOUT NOTICE

Nil.

16 MEETING CLOSURE

There being no further business, the Mayor declared the meeting closed at 12.24pm.

Signature of Chairperson: _____

Confirmation date: _____