Redland
CITY COUNCIL

MINUTES

GENERAL MEETING

Wednesday, 13 December 2017

The Council Chambers
91-93 Bloomfield Street
CLEVELAND QLD

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1 DECLARATION OF OPENING

The Mayor declared the meeting open at 9.31am 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

MEMBERS PRESENT:

Cr K Williams	Mayor
Cr W Boglary	Deputy Mayor and Councillor Division 1
Cr P Mitchell	Councillor Division 2
Cr P Gollè	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
Cr T Huges	Councillor Division 8
Cr P Gleeson	Councillor Division 9
Cr P Bishop	Councillor Division 10

EXECUTIVE LEADERSHIP TEAM:

Louise Rusan	Acting Chief Executive Officer
John Oberhardt	General Manager Organisational Services
Kim Kerwin	Acting General Manager Community & Customer Services
Peter Best	General Manager Infrastructure & Operations
Deborah Corbett-Hall	Chief Financial Officer
Andrew Ross	General Counsel

MINUTES

Elizabeth Striplin	Corporate Meetings & Registers Team Supervisor

2.1 TELECONFERENCE – CR BOGLARY

COUNCIL RESOLUTION

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

That permission is granted for Cr Boglary to take part in the General Meeting by teleconference.

CARRIED 8/0

Crs Mitchell, Gollè, Hewlett, Edwards, Huges, Talty, Gleeson and Williams voted FOR the motion.

Cr Boglary was awaiting permission to teleconference.

Crs Elliott and Bishop were not present when the motion was put.

COUNCILLOR ABSENCES DURING THE MEETING

Cr Hewlett entered the meeting at 9.32am during Item 1
Cr Boglary joined the meeting at 9.33am after being given permission to attend by teleconference
Cr Elliott entered the meeting at 9.43am (after Item 3)
Cr Bishop entered the meeting at 9.43am (after Item 3)
Cr Gleeson left the meeting at 9.58am and returned at 10.04am (during Item 8)
Cr Bishop left the meeting at 10.17am and returned at 10.21am (during Item 11.2.4)
Cr Bishop left the meeting at 10.37am and returned at 10.40am (during closed session)

3 DEVOTIONAL SEGMENT

Reverend Jim De Witte, Redlands Christian Reformed Church and a 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 22 NOVEMBER 2017

COUNCIL RESOLUTION

Moved by: Cr T Huges
Seconded by: Cr P Gleeson

That the minutes of the General Meeting of Council held on 22 November 2017 be confirmed.

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

6 MATTERS OUTSTANDING FROM PREVIOUS COUNCIL MEETING MINUTES

Nil.

7 PUBLIC PARTICIPATION

MOTION TO ADJOURN MEETING AT 9.44AM

Moved by: Cr L Hewlett
Seconded by: Cr P Bishop

That Council adjourn the meeting for a 15 minute public participation segment.

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

1. Mr Stanley Mogg, representing Sports & Recreation/Action Indoor Sports Victoria Point, addressed Council regarding ROL005949 Link Road Multiple Dwellings (Item 11.2.5)

MOTION TO RESUME MEETING AT 9.54AM

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

That the meeting proceedings resume.

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

8 PETITIONS AND PRESENTATIONS

8.1 PETITION – CR HEWLETT

8.1.1 REQUESTING COUNCIL REMOVE A BARKING DOG

COUNCIL RESOLUTION

Moved by: Cr L Hewlett
Seconded by: Cr P Bishop

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

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

8.2 PETITION – CR MITCHELL

8.2.1 REQUESTING COUNCIL PROVIDE A PERMANENT PARKING AREA ADJACENT OR AS A THROUGH ROAD, TO THE ADJOINING CARAVAN PARK AT 'ONE MILE' ON NORTH STRADBROKE ISLAND

COUNCIL RESOLUTION

Moved by: Cr P Mitchell
Seconded by: Cr J Talty

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

That the petition be forwarded to Queensland Government, as the responsible planning authority for One Mile on North Stradbroke Island.

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

8.3 PRESENTATION – CR GOLLÈ

8.3.1 CONFERENCES ATTENDED IN 2017

Cr Gollè gave a presentation on a conference he attended in July 2017 as attached:

Cr Gollè presentation

This report is drafted in line with Policy 3076 – *Expenses, Reimbursement and Provision of Facilities for Councillors*

PURPOSE

To provide a summary of the conference attended by Councillor Gollè 12-14 July 2017.

BACKGROUND

The ECOCITY World Summit addresses the way humanity builds its home –its cities, towns and villages.

The series focuses on the key actions cities and citizens can take to rebuild our human habitat in balance with living systems and in the process slow down and even reverse global heating, biodiversity collapse, loss of wilderness habitat, agricultural lands and open space and social and environmental injustices.

This world-renowned series was first held in Berkeley California in 1990 and has since been hosted by cities in Australia, Senegal, Brazil, China, India, California, Turkey, Canada and France.

Past conferences have featured a wide range of leaders and innovators, including environmentalist David Bower, Apollo 14 Astronaut Edgar Mitchell, Rusong Wang, member of the Chine People's Congress and Head of the Environmental Sciences division of the Chinese Academy of Science, renowned architect and urban planner Jamie Lerner, former Mayor of Curitia, Brazil, architect/philosopher Paolo Soleri, former Mayor of San Francisco Gavin Newsom and Denis Hayes, Director of the original National Earth Day in 1970 and keynote for the first ECOCITY Conference.

The ECOCITY World Summit aims to unit people through a new way of living on the planet that provides the best possible cities while enhancing, not destroying, the biosphere.

Legislative Requirements

This report is drafted in line with policy 3076 – *Expenses Reimbursement and Provision of Facilities for Councillors*.

Page 3 of 7 paragraph 6 Professional development, sub paragraph c. Where the training involves attendance at a conference, the councillor must present a report to a Council meeting.

The policy objective is also aligned with the local government principles in section 4, *Local Government Act 2009*.

Risk Management

Council has continuous risk management in order to strengthen the Redlands' resilience to climate change.

Financial

This conference was covered under Policy 3076 – *Expenses Reimbursement and Provision of Facilities for Councillors.*

Environmental

Council is actively reducing its greenhouse gas emissions. We are aiming to reduce greenhouse gas emissions by 75 per cent on 1998 levels by 2050. This is a reduction of roughly 5 per cent per year. We are doing this through energy efficiency measures, conservation of energy, fuel efficient technology in the fleet, and replacement of appliances with highest star ratings.

Social

Councillors need to acquire an understanding and research how the Redlands might feel the impacts of climate change and develop options to avoid or lessen impacts in areas of disaster management, building design, planning, fleet management and education.

Alignment with Council's Policy and Plans

This conference aligns with Council's response to climate change.

Confronting Our Climate Future – A strategy to 2030 for Redland City to reduce greenhouse gas emissions respond to climate change and achieve energy transition.

KEY NOTE SPEAKERS

Former Vice President Al Gore is co-found and chairmain of Generation Investment Management. He is a senior partner at Kleiner Perkins Caufield & Buyers and a member of Apple, Inc's board of directors. Mr Gore spends the majority of his time as chairman of The Climate Reality Project, a non-profit devoted to solving the climate crisis.

Dr Kevin Austin serves as C40's Deputy Executive Director. Kevin oversees all of C40's programme delivery, operations and finance functions as well as contributing to global thought leadership and innovation in urban climate change issues.

Harriet Bulkeley is a Professor of Geography, Durham University. Her research focuses on environmental governance and the politics of climate change, energy and sustainable cities.

Senator Ronan Dantec, Senator for the Lore-Atlantique Region, France and UCLG spokesperson for climate.

Elected to the French Senate for the Loire-Atlantique region in September 2011, Ronan Dantec is Vice President of the Sustainable Development and Land Planning Commission.

Katherine Gibson is a Professional Research Fellow in the institute for Cuture and Society at the Western Sydney University. She is an economic geographer with an international reputation for innovative research on economic transformation and over 30 years' experience of working with communities to build resilient economies.

Andy Merrifield is an independent scholar, urbanist and writer. He received a PhD in geography from the University of Oxford in 1993, where he was supervised by David Harvey. Merrifield is the author of many books including The Politics of Encounter (2013), Magical Marxism (2011), Dialectical Urbanism (2002) and Metromarxism (2002).

His Excellency Mr Yogesh Punja is the High Commissioner of the Republic of Fiji to Australia. Prior to taking up this post in June 2015, he led the New Zealand based operations for over 30 years before retiring to 'give back to the country' he grew up in – Fiji. He has occupied a wide range of senior positions, both in the public and private sector. He is a recipient of the President of Fiji 25th Anniversary of Independence Medal and a JP.

Aromar Revi is the Director of the Indian Institute for Human Settlements (IIHS) and an alumnus of IIT-Delhi and the Law and Management schools of the university of Delhi. He is an international practitioner, researcher and educator with over 30 years of interdisciplinary experience in public policy and governance, political economy of reform, development, technology, sustainability and human settlements.

Dr Debra Roberts is a Special Adviser on Climate Change to Global Executive Committee, ICLEI Local Governments for Sustainability and head of the Sustainable and Resilient City Initiatives portfolio in eThekwini Municipality (Durban, South Africa). Prior to taking up this post she established and managed the Environmental Planning and Climate Protection Department of the same municipality for 22 years (1944-2016) and was selected as the city's first Chief Resilience Officer in 2013.

Rachmat Witoelar is the Indonesian President's Special Envoy for Climate Change. He held a position as the Indonesian Minister of Environment (2004-2009), and the Executive Chair of the Indonesian National Council on Climate Change (2020-2014).

Lessons Learnt

Confronting our Climate Future provides a solid framework for Council and the Redlands community to become more resilient to the impacts of climate change and energy transition.

Councillors operate as oversight to the organisation of Local Government and we need to build on our understanding of how these changes affect our own operations and extend awareness, advice and support to the Redlands Community.

Given the expert speakers and academics present at the conference, evidence was presented that showed clear evidence that our planning and design aspects of Redland City need to accommodate climate change principles.

I also learnt that westernised infrastructure is not necessarily required in third world countries and new technologies of green energy production is being taken up quicker in third world countries.

ABOUT

ECOCITY 2017: Changing Cities: Resilience and Transformations

The ECOCITY Summit series, held every two years since 1990, has developed into one of the most globally significant forums for addressing the complex challenges facing humanity in a rapidly urbanising world. Further details of the history and context of the ECOCITY Summit series can be found on the website of Ecocity Builders.

ECOCITY 2017: *Changing Cities: Resilience and Transformations* was hosted by the University of Melbourne, Western Sydney University, the Government of Victoria and the City of Melbourne. The 2017 Summit brought together a diverse mix of researchers, policy makers and citizens with a common focus on identifying and creating pathways to more sustainable, resilient and equitable cities.

ECOCITY 2017 addressed the unprecedented ecological, economic, political and cultural challenges – and opportunities – facing the world's cities through a focus on six major themes:

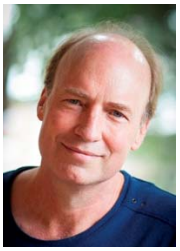
- Climate and energy transformations
- Food and water security
- Smart cities for people
- Healthy and caring cities
- Culturally vibrant cities
- Governance, infrastructure and finance

The Summit program addressed three core questions in relation to each of these themes.

- Understanding: What are the key sustainability and resilience risks and opportunities facing cities? What are the key sources and drivers of these risks and opportunities?
- Imagining: How can we imagine and communicate sustainable and resilient city futures and pathways?
- Creating: What actions are required to drive the rapid and just transitions required to create resilient and sustainable cities?

Thank you again to those who participated in the 2017 Summit!

Professor Brendan Gleeson
Melbourne Sustainable Society Institute
The University of Melbourne



Professor Paul James
Institute for Culture and Society
Western Sydney University

Professor John Wiseman
Melbourne Sustainable Society Institute
The University of Melbourne

HOSTS

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SUPPORTERS

ADVISORY COMMITTEE

ECOCITY 2017 Advisory Committee

Deputy Lord Mayor Arron Wood – City of Melbourne – Advisory Committee Chair
Megan Flynn – Qantas
Professor Lars Coenen – University of Melbourne
Professor Brendan Gleeson – Melbourne Sustainable Society Institute – University of Melbourne
Professor Paul James – Western Sydney University
Mirerva Holmes – Melbourne Water
Kirstin Miller – Ecocity Builders
Krista Milne – City of Melbourne
Dr Cathy Oke –Clean Air and Urban Landscapes Hub & ICLEI Oceania
Associate Professor Kath Williams – University of Melbourne
Professor John Wiseman – Melbourne Sustainable Society institute – University of Melbourne
Christine Wyatt – Department of Environment, Land, Water and Planning

The ECOCITY 2017 Advisory Committee operate under the following terms of reference:

- Guide the Melbourne Organising committee on any aspect of conference planning, operation and follow up;
- Ensure the knowledge gained from prior events is enriched with the creativity and imagination of the host region;
- Promote and advocate the importance of the ECOCITY 2017, especially its themes and opportunities for knowledge sharing that will occur during the Summit.

HOSTS

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SUPPORTERS

PRINCIPLES FOR THE SUMMIT

PRINCIPLES FOR THE SUMMIT

The ECOCITY World Summit 2017 operated under the following principles:

Ecological Principles

The Summit should be organised with deep awareness of ecological consequences of running a major international gathering:

1. With the conference venue chosen for its resource-use minimisation, including energy-efficient lighting and renewable energy-sourcing;
2. With the conference venue chosen for it sustainable treatment of water, including solar water heating and sustainable sanitation systems;
3. With the conference held in proximity to green parklands—including areas which provide habitat for indigenous animals and birds;
4. With the conference held in an urban centre, close to accommodation and public infrastructure to reduce carbon-emitting transport and to enhance walkable access;
5. With global and national air transport to the conference based on carbon offsetting;
6. With food provision for the conference based on careful consideration of local supply, seasonality, and other sustainability considerations; and
7. With conference waste-management organized through green composting and hard-waste recycling.

Economic Principles

The Summit should be based on an economy of engagement rather than one of accumulation of surplus value:

1. With the food and beverages produced for the conference sourced through local farmers, viticulturists, and other primary producers;
2. With transparent budgeting that includes the reinvestment of surplus funds back into projects associated with learning for sustainability;
3. With the economic regulation of the conference based on careful auditing and review;
4. With an emphasis on decreasing all unnecessary consumption of materials and resources;
5. With all staff, except for volunteers, employed according to negotiated labour agreements;
6. With technology used appropriately and sustainably as a tool for learning; and
7. With active attention to making the cost of the conference attuned to variable economic capacities to pay, breaking radically with generic user-pays principles.

Political Principles

The Summit should be organised with an active emphasis on engaged and negotiated involvement beyond the immediate organising committee:

1. With the governance of the conference organised so as to maximise participation while recognizing the importance of clear lines of authority and responsibility;
2. With attentiveness to questions of social justice, both in the content of the conference proceedings and its management;
3. With an active emphasis on constructive critique that recognizes the complexity of social change;

4. With representation welcomed from a wide political spectrum of constituencies without this openness being reduced to the management of political balance;
5. With all participants assured a secure sense of respect for personal wellbeing, health and safety;
6. With active dialogue over differences in relation to any public communication of findings and conclusions; and
7. With clear ethical accountability in relation to all conference management decisions.

Cultural Principles

Urban settlements should actively develop ongoing processes for dealing with the uncomfortable intersections of identity and difference, including the current tension between culture and nature:

1. With positive engagement in the conference sought from across different cultural groupings;
2. With an extension of the conference programing to include creative presentations and re-creative activities;
3. With an active recognition of the indigenous past and complicated history of the land on which the conference is held;
4. With an openness to and encouragement of different beliefs and ideas;
5. With an attentiveness to questions of gender equity and cross-generational participation; and
6. With an emphasis on open enquiry, critical learning, and engagement across lines of difference.

HOSTS

ECO CITY BUILDERS

MELBOURNE SUSTAINABLE SOCIETY INSTITUTE

WESTERN SYDNEY UNIVERSITY

Institute for Culture and Soc

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VICTORIA State Government | Environment, Land, Water and Planning

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THE UNIVERSITY OF MELBOURNE | msd Melbourne School of Design

VicSuper Get Super Active

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QANTAS FUTURE PLANET

SUPPORTERS

MELBOURNE Convention Bureau

MELBOURNE Victoria Australia

ICLEI Local Governments for Sustainability

metropolis

C40 CITIES

PRINCIPLES FOR BETTER CITIES

PRINCIPLES FOR BETTER CITIES

The ECOCITY World Summit series focuses on key actions that cities and citizens can take to rebuild our human habitat in relation to living natural systems. In the process we seek to slow down and reverse climate change and biodiversity collapse, the loss of wilderness habitat, agricultural lands and open space, and the extension of social and environmental injustices.

The ECOCITY World Summit aims to unite people through a new way of living on the planet that produces flourishing cities while enhancing the biosphere.

This process has ecological, economic, political and cultural consequences that will entail changes to the way in which we live. They can be expressed as high-level principles:

Ecology: Cities should have a deep and integrated relationship with nature.

Economics: Cities should be based on an economy organized around social needs.

Politics: Cities should have an enhanced emphasis on engaged and negotiated civic involvement.

Culture: Cities should actively develop ongoing processes for dealing with the uncomfortable intersections of identity and difference, including the current tension between culture and nature.

(See below for a practical elaboration of these principles.)

AFFIRMATIONS

The ECOCITY World Summit affirms that urban design, planning, building and maintenance must respond creatively, appropriately and effectively to the relationship between the social and the natural at both the local and global levels. It holds at its core the protection of large and richly functioning forests, grasslands, wetlands, open waters, and glaciers.

We affirm considerations such reducing both local and global ecological footprints, and adjusting creatively and rigorously to the limits imposed by living on a finite planet. All these considerations are basic to our programs and guide our conference design and development process, selection of presenters, panellists, workshops, tours and exhibits.

We affirm the need for meaningful change as opposed to empty agreements and declarations. To this end, we emphasize the need for a balance of large and important transformational tasks and smaller, tangible steps. We seek solutions across different spatial scales—from the single practical change that may contribute to healthier built communities, to redesigns of a whole city system; from the small ecovillage and ecotown to the ecocity.

We affirm that the ECOCITY World Summit series aspires to provide the best information to its participants, relevant to their interests. The series aims to connect people of a wide variety of backgrounds, disciplines and cross-cutting projects. It strives to a voice to individual citizens and community practitioners as well as to government, municipal leaders and intellectual scholars. Our chief objective is to facilitate partnerships and collaborations that help to build and run the flourishing ecocities of the future.

PRINCIPLES IN PRACTICE

These 'principles in practice' build upon the high-level principles laid out above without being a mandated blue-print. They provide a global template for discussion, for changing in relation to local considerations, and for acting upon in local cities.

Ecological Principles

Urban settlements should have a deep and integrated relationship with nature:

1. With urban settlements organized around locally distributed renewable energy, planned on a precinct-wide basis, and with existing buildings retrofitted for resource-use efficiency;
2. With waterways returned as much as possible to their pre-settlement condition, flanked, where possible, by indigenous natural green-spaces re-established along their edges;
3. With green parklands—including areas which provide habitat for indigenous animals and birds— increased or consolidated within the urban area, connected by further linear green ribbons;
4. With urban settlements organized into regional clusters around natural limits and fixed urban-growth boundaries to contain sprawl and renew an urban-rural divide; and with growth zones of increased urban density within those urban settlements focussed on public transport nodes;
5. With paths for walking, lanes for non-motorized vehicles, and corridors for sustainable public transport, given spatial priority over roads for cars; and with those dedicated paths networked throughout the city;
6. With food production invigorated in the urban precinct, including through dedicated spaces being set aside for commercial and community food gardens; and
7. With waste management directed fundamentally towards green composting, hard-waste recycling and hard-waste mining.

Economic Principles

Urban settlements should be based on an economy organized around social needs rather than growth:

1. With production and exchange shifted from an emphasis on production-for-global-consumption to an economics-for-local-living, including ontologically different forms of exchange;
2. With urban financial governance moved towards participatory budgeting on a significant proportion of the city's annual infrastructure and services spending;
3. With regulation negotiated publicly through extensive consultation and deliberative programs, including an emphasis on regulation for resource-use reduction;
4. With consumption substantially reduced and shifted away from those goods that are not produced regionally or for the reproduction of basic living—food, housing, clothing, music and so on;
5. With workplaces brought back into closer spatial relation to residential areas, while taking into account dangers and noise hazards through sustainable and appropriate building;
6. With technology used primarily as a tool for good living, rather than a means of transcending the limits of nature and embodiment; and
7. With the institution of re-distributive processes that break radically with current cycles of inter-class and inter-generational inequality.

Political Principles

Urban settlements should have an active emphasis on engaged and negotiated civic involvement:

1. With the governance conducted through deep deliberative democratic processes that bring together comprehensive community engagement, expert knowledge, and extended public debate about all aspects of development;
2. With legislation enacted for socially just land-tenure, including, where necessary, through municipal and state acquisition of ecologically, economically and culturally sensitive areas;
3. With public non-profit communication services and media outlets materially supported and subsidized where necessary;
4. With political participation and representation going deeper than electoral engagement;
5. With basic security afforded to all people through a shift to human security considerations;

6. With reconciliation with Indigenous peoples becoming an active and ongoing focus of all urban politics; and
7. With ethical debates concerning how we are to live becoming a mainstream requirement at all levels of education and in all disciplines from the humanities to medicine and engineering.

Cultural Principles

Urban settlements should actively develop ongoing processes for dealing with the uncomfortable intersections of identity and difference, including the current tension between culture and nature:

1. With careful public recognition of the complex layers of community-based identity that have made the urban region what it is, including cross-cutting customary, traditional, modern and postmodern identities.
2. With the development of consolidated cultural activity zones, emphasizing active street-frontage and public spaces for face-to-face engagement, festivals and events—for example, all new commercial and residential apartment buildings should have an active ground floor, with part of that space zoned for rent-subsidized cultural use such as studios, theatres, and workshops;
3. With museums, cultural centres and other public spaces dedicated to projecting the urban region's own cross-cutting cultural histories—public spaces which at the same time actively seek to represent visually alternative trajectories of urban development from the present into the future;
4. With locally relevant fundamental beliefs from across the globe (except those that vilify and degrade) woven into the fabric of the built environment: symbolically, artistically and practically;
5. With conditions for gender equality pursued in all aspects of social life, while negotiating relations of cultural inclusion and exclusion that allow for gendered differences;
6. With the possibilities for facilitated enquiry and learning available to all from birth to old age across people's lives; and not just through formal education structures, but also through well-supported libraries and community learning centres; and
7. With public spaces and buildings aesthetically designed and actively curated to enhance the emotional wellbeing of people, including by involving local people in that design and curation.

PRINCIPLES FOR ORGANIZING THE SUMMIT

Ecological Principles

The Summit should be organized with deep awareness of ecological consequences of running a major international gathering:

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4. With an emphasis on decreasing all unnecessary consumption of materials and resources;
5. With all staff, except for volunteers, employed according to negotiated labour agreements;

6. With technology used appropriately and sustainably as a tool for learning; and
7. With active attention to making the cost of the conference attuned to variable economic capacities to pay, breaking radically with generic user-pays principles.

Political Principles

The Summit should be organized with an active emphasis on engaged and negotiated involvement beyond the immediate organising committee:

1. With the governance of the conference organized so as to maximize participation while recognizing the importance of clear lines of authority and responsibility;
2. With attentiveness to questions of social justice, both in the content of the conference proceedings and its management;
3. With an active emphasis on constructive critique that recognizes the complexity of social change;
4. With representation welcomed from a wide political spectrum of constituencies without this openness being reduced to the management of political balance;
5. With all participants assured a secure sense of respect for personal wellbeing, health and safety;
6. With active dialogue over differences in relation to any public communication of findings and conclusions; and
7. With clear ethical accountability in relation to all conference management decisions.

Cultural Principles

Urban settlements should actively develop ongoing processes for dealing with the uncomfortable intersections of identity and difference, including the current tension between culture and nature:

1. With positive engagement in the conference sought from across different cultural groupings;
2. With an extension of the conference programing to include creative presentations and re-creative activities;
3. With an active recognition of the indigenous past and complicated history of the land on which the conference is held;
4. With an openness to and encouragement of different beliefs and ideas;
5. With an attentiveness to questions of gender equity and cross-generational participation; and
6. With an emphasis on open enquiry, critical learning, and engagement across lines of difference.

* For those interested in the framework that organizes the principles we are using the Circles of Social Life matrix to provide a comprehensive and integrated set of domains and subdomains of sustainability and social flourishing:

Social Domains and Subdomains

Economics	***Ecology***
1. Production and Resourcing	1. Materials and Energy
2. Exchange and Transfer	2. Water and Air
3. Accounting and Regulation	3. Flora and Fauna
4. Consumption and Use	4. Habitat and Settlements
5. Labour and Welfare	5. Built-Form and Transport
6. Technology and Infrastructure	6. Embodiment and Food
7. Wealth and Distribution	7. Emission and Waste

Politics	*Culture*
1. Organization and Governance	1. Identity and Engagement
2. Law and Justice	2. Creativity and Recreation
3. Communication and Critique	3. Memory and Projection
4. Representation and Negotiation	4. Beliefs and Ideas
5. Security and Accord	5. Gender and Generations
6. Dialogue and Reconciliation	6. Enquiry and Learning
7. Ethics and Accountability	7. Health and Wellbeing

For an elaboration of this framework see www.CirclesofSustainability.org

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PROGRAM

We are delighted to announce that the Hon Al Gore (former US Vice President and current Chair of The Climate Reality Project) will be the Principal Speaker at the ECOCITY World Summit 2017. Mr. Gore will deliver his famous slide presentation including his insights on the role of cities in meeting the global climate challenge.

The ECOCITY World Summit 2017 will bring together researchers and practitioners from government, business, communities and universities from across the globe to address three key questions:

- What are the sustainability risks and opportunities facing our cities?
- How can we imagine a better urban future?
- And what do we have to do to get there?

The Summit will have a strong focus on practical solutions and policy priorities, as well as big ideas. It commences on Wednesday 12 July 2017 followed by a welcome reception at the close of sessions. On Thursday 13 July sessions will continue with a Melbourne Conversations Public Forum that evening. The Summit will conclude on Friday 14 July 2017.

VIEW THE PROGRAM

Please be advised this program is subject to change without notice.

PLENARY SESSIONS

The Plenary Sessions provide all delegates with the opportunity to hear from some of the world's most insightful and inspiring speakers on Ecocity challenges including:

- The Hon. Al Gore: Former US Vice President and Chair of The Climate Reality Project
- Dr Debra Roberts: Climate Change Adviser to ICLEI Local Governments for Sustainability
- Mr Aroma Revi: Director, Indian Institute for Human Settlements
- Senator Ronan Dantec: President, Climate Chance Association, France; Climate Spokesperson, United Cities and Local Government
- Mr Rachmat Whitoelar: Indonesian President's Special Envoy for Climate Change
- Dr Kate Auty: Commissioner for Sustainability and the Environment, ACT Government
- Prof Katherine Gibson: Western Sydney University
- Prof Harriet Bulkeley: Durham University
- Dr Andy Merrifield: Author of 'The New Urban Question'

- Mr Kevin Austin: Deputy CEO of C40
- Mr Mark Twidell, Managing Director, Tesla (Asia-Pacific)
- Cr Arron Wood, Deputy Lord Mayor, City of Melbourne

Click on the button below to view the program overview including where these speakers are presenting within the program.

URBAN LEADERSHIP STREAM

The Urban Leadership stream *(Big ideas and global perspectives)* includes presentations and panels on topics as important, urgent and diverse as sustainable development goals and cities; the new urban agenda; business creating sustainable cities; retrofitting suburbia; creating regional ecocities; and women leading sustainable and resilient cities.

ACADEMIC RESEARCH STREAM

The Academic Research stream *(Evidence, analysis and insight)* brings together researchers from around the world to share knowledge about risk, resilience and change; green design and planning; cultural ecologies; greening the city; climate transformations; healthy and caring cities; smart cities for people; and urban food and water systems.

CITY PRACTICES STREAM

The City Practices stream *(Strategies and tools for driving change)* includes policy and practice workshops and masterclasses on zero carbon cities; climate resilient cities; citizen engagement; and planning and governance.

SPEAKERS AND CHAIRS

The Melbourne Organising Committee is grateful for the involvement of all the speakers and chairs within the Summit program.

A listing of all the speakers and session chairs can be found here.

ARTS & CULTURE PROGRAM

The program also allows participants to down tools, get creative, and explore the City of Melbourne. There will be a wide range of art and cultural events, including the extraordinary environmental installation **EXIT** which turned heads at the Paris climate talks in 2015. Additional activities are taking place during the Summit, site visits are on offer on Saturday 15 July and pre and post touring options are available before and after the Summit.

IT'S NOT TOO LATE TO REGISTER

Register now!

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ACADEMIC RESEARCH

The Academic Research stream *(Evidence, analysis and insight)* broughttogether researchers from around the world to share knowledge about risk, resilience and change; green design and planning; cultural ecologies; greening the city; climate transformations; healthy and caring cities; smart cities for people; and urban food and water systems.

Key speakers within the Academic Research stream included:

- Prof Rebekah Brown, Monash Sustainable Development Institute
- Prof Jago Dodson, RMIT University
- A/Prof Nuzhat Fatema, Khulna University
- Prof Nuran Zeren Gulersoy, Istanbul Technical University
- Dr Dominique Hes, Thrive Research Hub, University of Melbourne
- A/Prof Heba Allah Khalil, Cairo University
- Prof Donald McNeill, Institute for Culture and Society, University of Western Sydney
- Arpit Shah, Indian Institute of Management
- Prof Judith Stilgenbauer, University of Hawaii
- Prof Alison Young, University of Melbourne

The full Academic Research concurrent session program can be found below (click on the images to enlarge) or click on 'View the Academic Research Concurrent Sessions' to download a copy of this program.

ACADEMIC RESEARCH CONCURRENT SESSION PROGRAM

Academic Research Concurrent Session Program

Refer to the Program Overview on the website for Plenary Session information and overall Summit timings.

WEDNESDAY 12 July 2017

1330-1500

	SESSION 1E	SESSION 1F	SESSION 1G	SESSION 1H	SESSION 1I	SESSION 1J	SESSION 1K
	Risk, Resilience and Change	Green Design and Planning	Cultural Ecologies	Greening the City	Healthy and Caring Cities	Smart Cities for People	Food and Water Systems
Theme	Building Resilience	Planning for Sustainability	Understanding the Culture of Economics	Creating Urban Green Spaces	Greening Cities	Comparing Smart Cities	Shifting the Current Food-System Paradigm
Room	101	102	112	107	108	103	104
	From siloed to integrated complex urban ecosystem: urban resilience in action Yona Jébrak, Université du Québec à Montréal	**Urban planning as adaptive learning: can resilience knowledge, skills and action be transferred?** Alan Marsh, The University of Melbourne	**Building sustainability and resilience into socio-ecological systems with social entrepreneurship: an Indonesian case study** Erika Duncan-Horner, Monash University	**Climate change mitigation through CDM projects in waste management** Nuzhat Fatema, Khulna University	**GROUP PRESENTATION** **Greening cities: restorative and healthy natural urban design** Kate Lee, The University of Melbourne	**A tale of three cities: comparing smart sustainable urbanism in Amsterdam, Manchester and Hamburg** Frans Sengers, Utrecht University	**Urban food systems in Australia: a pivotal dimension to sustainable cities** Grace Muriuki, University of Queensland
				Weaving landscape fabrics of ecological cities: patterns for regenerative-adaptive futures Phillip Roos, Deakin University	Terry Hartig, Uppsala University Thomas Astell-Burt and Xiaoqi Feng, University of Wollongong		**Changing the world one meal at a time** Barbara Ribeiro, University of Auckland
	University-government engagement: Bringing the New Urban Agenda to life Iain Butterworth, Victorian Department of Health and Human Services	**Making greening happen in consolidating cities: metropolitan analysis of canopy cover and land-use** Joe Hurley, RMIT University	**Understanding consumption in Melbourne's multicultural society** Christina Ting, Swinburne University of Technology	**Urban greening in the dry tropics: towards an urban forest strategy and master plan for Townsville** Kerri-Ellen Stallard, Deakin University		**Neo Ekistics: regional cities futures case studies from UK and Australia** Fiona Gray, Deakin University	**Cardinia Food Circles project** Nick Rose, Sustain and Pieta Bucello, Cardinia Shire Council

1600-1730

	SESSION 2E	SESSION 2F	SESSION 2G	SESSION 2H	SESSION 2I	SESSION 2J	SESSION 2K
	Green Design and Planning	Cultural Ecologies	Greening the City	Climate Transformations	Healthy and Caring Cities	Smart Cities for People	Food and Water Systems
Theme	Considering Questions of Density	Centering Customary and Traditional Cultures	Bringing Nature Back In	Responding to Climate Change	Assessing Health Impact	Assembling Co-Operative Platforms	Growing Food Sustainably
Room	101	102	112	107	108	103	104
	Building resilience through densification? European city perspectives on urban design, real estate and sustainability agendas Michael Short, University College London	**Sustaining linguistic diversity in Tibet's emerging cities** Gerald Roche, The University of Melbourne	**Greening Chóngqìng: enhancing 'double happiness' and creating a green city on the Yangzi (Cháng Jiāng)** David Jones, Deakin University	**Swarming cities: resiliency for climate impacts by design** Rob Roggema, University of Technology Sydney	**Lifestyled: health and places** Syn Chee Mah, Melbourne School of Design	**GROUP PRESENTATION** **Assembling co-operative platforms: open-source software, community mapping and social learning in Dhaka** Liam Magee, Western Sydney University	**From productive facades to productive cities: potential energy and food autonomy in Singapore's new town** Abel Tablada, National University of Singapore
	Exploring high density and high quality urban sustainable environments: the case of Singapore Oscar Carracedo Garcia-Villalba, National University of Singapore	**Peoples initiative in protecting heritage sites of Kathmandu in post earthquake reconstruction process** Shanta Lall Mulmi, Resource Centre for Primary Health Care	**Everyday nature: call for new research agenda** Gary Veale, The University of Melbourne	**Comparing the cultures of low carbon urban transitions: an analysis of eight cities in Australia and Europe** Stephen Pollard, The University of Melbourne	**Aging in place in gentrifying neighbourhoods: implications for healthy and caring cities** Richard Smith, Wayne State University	**David Sweeting**, Save the Children **Teresa Swist**, Western Sydney University	**Planning a resilient and healthy food supply for Melbourne** Rachel Carey, The University of Melbourne
	Eco-neighbourhood in high-density towns Agnieszka O Guizzo, National University of Singapore	**Dhumba-djerring balit-djak bilk [talking together powerful country]: Wurundjeri perspectives towards creating a resilient and sustainable city on Country** Mandy Nicholson, Deakin University	**Eco-positive cities** Janis Birkeland, The University of Melbourne		**Sound quality in the ecocity** Maureen Connelly, British Columbia Institute of Technology		**Food design for sustainability** Stephen Clune, Imagination Lancaster

THURSDAY 13 July 2017

1100-1230

	SESSION 3E Risk, Resilience and Change	SESSION 3F Green Design and Planning	SESSION 3G Greening the City	SESSION 3H Climate Transformations	SESSION 3I Healthy and Caring Cities	SESSION 3J Smart Cities for People	SESSION 3K Food and Water Systems
Theme	Responding to Rapid Urban Change	Evaluating Ecocities	Planting for Ecological Resilience	Educating for Climate Responsibility	Enhancing Wellbeing	Analysing Data	Enhancing Local Food Sustainability
Room	101	102	112	107	108	109	104
	Implementing the new urban agenda and sustainable development goals via nation states: the role for national urban policy for city-level implementation **Jago Dodson,** RMIT University	**Linking Urban Form and the Urban Heat Island Effect** **Arpit Shah,** Indian Institute of Management	**Vulnerability and opportunity from global environmental change for our future urban forests** **Dave Kendal,** The University of Melbourne	**GROUP PRESENTATION** **Cities and education: new initiatives for climate education** **Martin Betsen, Jennie Ritchie** and **Libbie Giles,** UNU Regional Centre of Expertise, Aotearoa New Zealand	**Exploring the relationship between nature connection and psychological wellbeing among urban residents** **Anne Cleary,** Griffith University	**The politics of open data in city planning** **Dale Leorke,** The University of Melbourne	**Waste not, want not: estimating volumes and environmental impacts of food waste in Melbourne** **Seona Candy,** The University of Melbourne
	The new urban agenda: implications for planning healthy urban environments **Melanie Lowe,** Australian Catholic University	**Integrated city sustainability: how administrative form shapes local sustainability governance and outcomes** **Rachael Krause,** University of Kansas	**How to increase biodiversity in urban green spaces through simple vegetation interventions** **Nicholas Williams,** The University of Melbourne		**Urban design, architect and the recovery model: a synthesis to delivering healthy, caring cities?** **Stephanie Liddicoat,** The University of Melbourne	**The role of public libraries in planning resilient smart cities** **Danielle Wyatt,** The University of Melbourne	**We need to talk about food waste** **La Vergne Lehmann,** Grampians Central West Waste and Resource Recovery Group
	Regenerating a city centre using a crowd-sourcing planning approach: a case study of the Vision 2 project in Geelong, Australia **Hisham Elkadi,** Salford University	**Intergrating social inclusion and environmental sustainability: The deep place method** **Prof David Adamson,** Compass Housing Services and Emeritus Professor, University of South Wales	**Indigenous ecosystem corridors and nodes: managing the urban forest** **Allan Rodger,** Melbourne Sustainable Society Institute		**The benefits of eco-development for people: a study of local attitudes and stakeholder conflicts in Chongming eco-island, China** **Linjun Xie,** University of Nottingham Ningbo China	**Linking empirically derived city typologies and health: an application of artificial intelligence** **Jason Thompson,** The University of Melbourne	

1530-1700

	SESSION 4E Risk, Resilience and Change	SESSION 4F Green Design and Planning	SESSION 4G Greening the City	SESSION 4H Climate Transformations	SESSION 4I Healthy and Caring Cities	SESSION 4J Smart Cities for People	SESSION 4K Food and Water Systems
Theme	Responding to Ecological Risk	Responding to Urban Expansion and Intensification	Building Sustainably	Imagining Alternatives	Engendering Health Initiatives	Transforming Cities on the Ground	Creating Water Sensitive Cities
Room	101	102	112	107	108	109	104
	Sustainable urban development project in earthquake risky area: the case of Eskisehir, Turkey **Nuran Zeren Gulersoy,** Istanbul Technical University	**Perspectives on urban intensification and liveability in Sydney** **Vincent Ogu,** South Sydney Regional Organization of Councils	**The façade and the city: skyscrapers, thermal comfort and urban context** **Donald McNeill,** Institute for Culture and Society	**Envisioning positive futures** **Maryella Hatfield,** Western Sydney University	**A "literal" living building challenge: equity, health and beauty** **Hafsa Burt,** HB+A Architects	**Cities of the future: can young people help transform their communities** **Sam Loni,** Sustainable Development Solutions Network	**GROUP PRESENTATION** **Creating sustainable and resilient cities through interdisciplinary and impact-oriented research: lessons from the water sensitive cities approach** **Briony Rogers,** Monash University **Rebekah Brown,** Monash Sustainable Development Institute **Jamie Ewert,** Cooperative Research Centre for Water Sensitive Cities
	Cities on small islands: local government's dilemma **Helen Scott,** RMIT University, Core Sustainability Services	**The urban ecological planning: challenges and opportunities in the context of Nepal** **Sangeeta Singh,** Institute of Engineering	**Exploring urban vulnerability to incidents of building collapse** **Festival Godwin Boateng,** RMIT University	**Cinematic effect in the anthropocenic city** **Andrew Denton,** Auckland University of Technology	**Moving towards more walkable communities: what role for a walkable planning support system?** **Claire Boulange,** RMIT University	**Planning for disruptive transport technologies: how prepared are Australasian agencies?** **John Stone,** The University of Melbourne	
	Government policies and actions on informal settlers and their flood adaptation in Kathamandu **Neeraj Dangol,** The University of Melbourne	**Re-understanding Cairo through urban metabolism: formal vs informal districts resource flow performance** **Heba Allah Khalil,** Cairo University	**A pathway to zero emissions cement** **Michael Lord,** Beyond Zero Emissions	**Eco-city imagination, aspiration and anticipation as an analectic challenge** **Michael McAllum,** Centre for the Future and **Tim Tompson,** University of New South Wales	**Understanding the greenway: a holistic education experience that links environmental sustainability and human health in a complex real world setting** **Susan Thompson,** University of New South Wales	**Girl walk: identity, GIS technology and safety in the city for women and girls** **Pamela Salen,** Monash University	

FRIDAY 14 July 2017

1030-1200

	SESSION 5D Risk, Resilience and Change	SESSION 5E Urban Leadership Session	SESSION 5F Cultural Ecologies	SESSION 5G Greening the City	SESSION 5K Climate Transformations	SESSION 5I Healthy and Caring Cities	SESSION 5J Smart Cities for People	SESSION 5K Green Design and Planning
Theme	Adapting Coastal Cities to Risk	Changing Sustainability Values and Cultures	Exploring Attitudes and Approaches	Greening Other Spaces	Mitigating Urban Heat Islands	Relating to Caring Communities	Advancing Smart Cities	Generating Ecocities
Room	111	101	102	112	107	108	103	104
	Ecosystem-based adaptation for building resilient coastal city in Bangladesh **Md Mustafa Sarwar,** Khulna University of Engineering and Technology	**GROUP PRESENTATION** **Strategies for bringing about lasting change in sustainability values and culture** **Angela Hutter,** Australian Conservation Foundation **Prof Don Hine,** School	**Feel-good urban design: city greenspaces have higher twitter sentiment** **Kate Lee,** The University of Melbourne	**Restoring the city to an eco city: resilience and rehabilitation of an industrial area through twenty-three plant species** **Jin Zhou,** The University of Melbourne	**Interactions between park size and park proximity to the central city on the magnitude and impact distance of cooling by urban parks** **Melissa Neave,** RMIT University	**"The most powerful form of activism is just the way you live": creating sustainable everyday practices in our cities** **Matthew Daly,** University of Technology Sydney	**A plan for making smarter, greener cities and stepping stones to get there** **Graham Slack,** DNV GL	**GROUP PRESENTATION** **What is an ecocity? Is it the solution for the future and how can it be implemented?** **Dominique Hes, Andreanne Doyon, Judy Rask** and **Angelica Rojas,** The University of Melbourne
	A case for			**Ablueprint**	**Studying the**	**Spiritual**	**Smart cities**	

	coastal open-space networks: climate-change resilient Honolulu waterfronts by design **Judith Stiligenbauer,** University of Hawai	of Behavioural, Cognitive and and Social Sciences, University of New England **Meg Argyriou** and **Adam Majcher,** Climate Works Australia	**Everyday disrupters: the energy related behaviours, motivations and aspirations of Australian households and their implications for electricity sector transformation** **Cho Biggs,** Victorian Eco-Innovation Lab	for green roof policy **Joseph Gloats,** The University of Melbourne	effect of park size on the magnitude and impact distance of cooling by urban parks **Hayder Algretawee,** Swinburne University	politics in the urban age: imagining healthy and caring cities **Olivia Kinneer,** Deakin University	need smart villages: the case of Assam in India **David Week,** The University of Melbourne	
	Resilient urban water systems: reviewing the Rotterdam approach 2005-2017 **Nico Tillie,** Delft University of Technology	**Katerina Gaita,** Climate for Change		**Green-roof design and material selection for optimizing and maximising building energy-savings in South-East Australia** **Andrea Pianella,** The University of Melbourne	**Cooling the commons: engaged research to support transitions to cooler future cities** **Abby Mellick Lopes,** Western Sydney University	**Urban heart surgery: expanding critical care to city development by linking LGAs with post-grad design studios** **John Rolfe,** Deakin University	**Smart City Mission of India: a Sikkim experience** **Navin Raj,** Department of Urban Development, Sikkim	
1300-1430								
	SESSION 6D Risk, Resilience and Change	**SESSION 6E Green Design and Planning**	**SESSION 6F Cultural Ecologies**	**SESSION 6G Greening the City**	**SESSION 6H Climate Transformations**	**SESSION 6I Resilience and Change**	**SESSION 6J Smart Cities for People**	**SESSION 6K Climate Transformations**
Theme	**Turning to Co-Operative Enterprises**	**Transforming Urban Spaces**	**Sharing the Streets**	**Creating Green Spaces**	**Mapping Climate Change Effects**	**Urban Resilience Beyond the State: Learning from Melanesia's Informal Settlements**	**Reconsidering Cars**	**Beyond Eclecticism: Navigating the Academic Landscape of Urban Climate and Energy Transformations**
Room	111	101	102	112	107	108	103	104
	GROUP PRESENTATION **Co-operative enterprise in cities: imagining and creating sustainable futures** **Stephen Healy,** Western Sydney University **Jo McNeil,** Western Sydney University **Dan Mead,** Western Sydney University **Darren Shorp,** Social Surplus **Jose Ramos,** Victoria University	**Integrating ecological knowledge into landscape architecture - the design process for an urban park** **Zoe Metherell,** The University of Melbourne **Orderly policies and messy practices: relationships among policy, reappropriation and prospects for residential back-laneways in Melbourne's inner suburbs** **Mira Moreau,** The University of Melbourne **A review for "eco-based" contributions in sustainable development** **Azime Tezer,** Istanbul Technical University	**GROUP PRESENTATION** **Sharing "the streets": towards communicative cities** **Alison Young, Lachlan MacDowall** and **Bjorn Noreen,** The University of Melbourne and **Jenny Kennedy,** RMIT University	**Retrofitting suburban streets to adapt to climate change** **Libby Gallagher,** University of NSW **Knowledge use and decision-making in urban green infrastructure projects** **Carla-Leanne Washbourne,** University College London **Biodiversity conservation in urban environments: a review on the importance of spatial patterning of landscapes** **Amin Rastandeh,** Victoria University of Wellington	**Can urban design mitigate the urban heat-island effect?** **Blanca Arellano,** Technical University of Catalonia **Climatic uncertainties and emerging urban footprints in Nigeria** **John Dickson Njoku,** Federal University of Technology Owerri **Exploration of urban growth scenarios, energy consumption and GHG emission for Metropolitan Melbourne** **Raul Marina,** The University of Melbourne	**GROUP PRESENTATION** **Urban resilience beyond the state: learning from Melanesia's informal settlements** **Alexei Trundle,** The University of Melbourne **David Mitchell,** RMIT University **Meg Keen,** Australian National University	**Toward sustainable urban transport: beyond private motor vehicles in an alternative world system** **Hans Baer,** The University of Melbourne **Personal transportation in regional Australian cities: documenting practices to inspire socio-environmental solutions** **Andrea Crampton,** Charles Sturt University **Urban transport politics: exploring the role of urban publics in transport politics** **Crystal Legacy,** The University of Melbourne	**GROUP PRESENTATION** **Beyond eclecticism: navigating the academic landscape of urban climate and energy transformations** **Harriet Bulkeley,** Durham University **Lars Coenen,** The University of Melbourne **Thomas Elmqvist,** Stockholm Resilience Centre **Dave Kendal,** The University of Melbourne
1500-1630								
	SESSION 7E Risk, Resilience and Change	**SESSION 7F Green Design and Planning**	**SESSION 7G Green Infrastructure**	**SESSION 7H Greening the City**	**SESSION 7I Climate Transformations**	**SESSION 7J Smart Cities for People**	**SESSION 7K Risk, Resilience and Change**	
Theme	**Changing Approaches to Infrastructure and Finance**	**Designing Urban Change**	**Green Infrastructure**	**Measuring Urban Greening**	**Responding to Melbourne's Heat Islands**	**Shifting Away from Cars**	**Responding to Risks of Flooding**	
Room	101	102	112	107	108	109	104	
	How do Chinese urban sustainability experiments influence local residents' livelihoods? **I-Chun Catherine Chang,** Malcolm Setter College	**Biophilia in practice: putting theory and patterns into railway infrastructure planning and design** **Paul Downton,** Ecopolis	**Monitoring the green infrastructure of cities by integrating an automated IoT robotic system on top of public transport and cloud computing** **Sigfredo Fuentes,** The University of Melbourne	**Promoting urban greening: how to measure and evaluate Australia's urban green space assets?** **Rebecca Cunningham,** University of Technology Sydney	**Temporal aspects of urban heat island magnitude in Melbourne, Australia** **Ihsan Al-Obaidi,** Swinburne University of Technology	**Imagining an inner Melbourne 'safe enough' for travel by bike** **Warwick Pattinson,** The University of Melbourne	**Responding to drought and changing domestic water cultures in three Australian cities** **Jo Lindsay,** Monash University	
	Urban renewable energy transitions: local financial innovations for just and transformative development **Paris Hadfield,** The University of Melbourne	**Development of eco-city in developing countries: an architect's perspective** **Debashis Sanyal,** National Institute of Technology Raipur		**Random point sampling to detect small changes in urban tree canopy cover and identify causes of change in both public and private space** **Joe Kasper,** The University of Melbourne	**Seasonal aspects of urban heat islands in Melbourne** **Scott Rayburg,** Swinburne University of Technology	**The spatial impacts of car parking scenarios** **Rebecca Clements,** The University of Melbourne	**Rethinking the potency of nature in urban flood stewardship: resilient cities and the value of nature-based solutions to mitigate and manage major flooding events in urban areas** **Dorn Berghofer,** Deakin University	
	Democratising the wealth of cities from self-financing infrastructure **Sharm Turnbull,** New Garden City Alliance			**Carbon and economic benefits of urban forests in two Sydney transport-corridor case studies** **Sumita Ghosh,** University of Technology Sydney	**Real-time communication of the benefits of the urban forest using the urban forest visual map** **Justin Gogjes,** The University of Melbourne	**The green parking area - utilisation of urban parking areas for cultivation of algae** **Michael Zellinger,** Bioenergy2020+ GmbH	**Towards a water sensitive suburb: a community vision and transition pathway for the metropolitan suburb of Elwood** **Renae Walton,** City of Port Philip	

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8.4 PRESENTATION – CR BISHOP

8.4.1 FUTURES THINKING AND STRATEGY DEVELOPMENT CONFERENCE

Cr Bishop gave a presentation on the 'Futures Thinking Course with Sohail Inayatullah & Colin Russo' he attended on the Gold Coast in August 2017:

Mid-way through this year, I was fortunate to attend a 3 Day Futures Thinking and Strategic Development Planning Session with Professor Sohail Inayatullah, a world leading futurist and political scientist, who has lived in SEQ and raised two children, while maintaining positions as UNESCO Global Chair of Future Studies; Adjunct Professor in the Faculty of Arts and Business at The University of Sunshine Coast; Professor at the Graduate Institute of Futures Studies at Tamkang University, Taiwan; and Associate of the Melbourne Business School.

The 3 Day Workshop was comprised of a selection of civic, commercial and community leaders with attendees from 6 Local Government Areas; Several Councillors; Executive Managers, Senior staff and entrepreneurs who all came together to Learn Tools and Methods to help explore, create and manage alternative futures on behalf of their customers and citizens.

I was delighted to attend this workshop with Acting CEO and General Manager for Community Services and Planning, Louise Rusan, whose particular interest was in the fundamental place of Smart Cities within a Futures Thinking and Strategic Development framework.

With the support of Co-Facilitator, Colin Russo, Dr Inayatulla led the group through a range of Futures Studies that offered pathways for collaborators and stakeholders to quickly move beyond traditional mental models of limited thinking and entrenched behaviours to co-create alternative and preferred pathways by use of the 'Six Pillars Approach'.

While these Six Pillars are designed to be flexible and adaptable, they each support common-sense principles like:
Pillar 1:

1. *Mapping Past, Present & Future factors that can drive us forward or pull us back as we consider alternative scenarios. The focus here is on building a common language that helps us share the story of where we are from, where we are going and why that direction matters. This was followed by Pillar 2:*
2. *Anticipating Futures. It was proposed that by gaining a deeper understanding of the emerging and abiding issues at play, we can learn more about challenges and opportunities we have to address as we plan for the future. We learned a number of techniques to do this work as a group. Then we moved on to Pillar 3:*
3. *Timing the Future. Which opened our minds to the range of predictable patterns that tend to occur throughout history, like the pendulum theory that impacts swings in politics; the occurrence of repeated natural and cultural cycles; the predictable human desire to keep doing the same (linear) thing while remaining hopeful of different outcomes, which is a challenge that can waste time, energy and money. This section also looked at different types of leadership and the motivations of leaders who desire certain outcomes but don't always have the right methods at their disposal to get what they want or what their people need, unless they consider these factors, which took us on to Pillar 4:*
4. *Deepening the Future; through the analysis of inner personal and cultural Myths, various world-views and analysis of the more gritty reality that is often at play underneath the sanitised and preferred language of the 'official' version of the future that governments often try to promote, but which do not necessarily resonate with the community, because the 'official' version can often seem 'out of step' with the people responsible for driving that message. This section was more about seeking alignment with the authenticity of the people and the narrative they are seeking as a city for their future survival and sustainability as a compelling story that unites people together. Which brought us on to Pillar 5:*

5. *Creating Alternative Futures. Which was extension beyond Best Case & Worse Case planning; Here, we looked at the critical uncertainties that are almost likely to impact our futures (depending on the issue) and we responded by considering a range of archetypal personal, societal and cultural change parameters, which offered a breadth of insights about what the future might possibly be like and ways to consider how to prepare for different eventualities. And then we collectively explored ways to consider the Sixth Pillar:*
6. *Transform the Future… By articulating preferred future options and then developing critical pathways to achieve outcomes aligned with our goal, part of this section reminded us of the ongoing need to adapt and evolve by embracing 'Action Learning' and a range of steps like visioning, backcasting and rapid prototyping to build awareness, intelligence & capacity among key stakeholders who seek to Design, Plan and Co-Create the future we want. Ideally, together, on behalf of others*

While I wholly appreciate the fact that this may seem a rather esoteric to some folk, I keep coming back to the fact that our role is planning. And that the future is what we need to plan for and our job is to do it in the present.

The opening statement of the Queensland Planning Act is to enable ecological sustainability for the citizens of this state and here in our city, I believe this work is as critical as ever and so I highly recommend this course, for any leader within Redland City, within the civic or community realm, especially as we enter a 'Climate of Change'.

I'd like to thank the Council, the community and as I table the report with an additional video https://vimeo.com/246967888 which I filmed with co-presenter Colin Russo, who speaks on the powerful results that futures work has yielded 4 other surrounding SEQ Councils: including the plans that led to next year's Commonwealth Games and the Light Rail for the Gold Coast and Strategies for Brisbane, Logan and Sunshine Coast City Councils, I'll conclude with an insight learned from the group that Acting CEO Louise Rusan participated in, which was committed to the future focus of Smart City Strategies, and not surprisingly, the clear essence was that the Smartest Cities would inevitably be the ones that made residents feel more human, better connected with nature and their environment and where they felt more excited for their children's future because the city made them feel welcome.

Having seen the future, I think we've got a lot to learn about how much we have to lose in this city that others envy for our lifestyle and our ways of making meaning and sense together.

I highly recommend this course to anyone who is in business or a leadership role in society.

Herewith is a copy of my Report for inclusion in the minutes of this General Meeting and apologies in the delay of putting this presentation together.

1. Advanced Futures Thinking Course 31 July- 2 August 2017
2. Future Workbook June 2017
3. Narrative Foresight Futures Final November 2015
4. City Futures Final 2011
5. Cultures Eats Strategy for Breakfast

9 MOTION TO ALTER THE ORDER OF BUSINESS

Nil

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

Cr Bishop declared a Material Personal interest on Item 11.2.4 *RAL17/0002 – 7 St James Road, Birkdale* (see Item for details)

Cr Huges declared a perceived conflict of interest on item 11.2.5 *ROL005949 Multiple Dwelling (48 Units) & Boundary Realignment (2 into 2 lots)* (see item for details)

Futures Thinking and Strategy Development: Learn tools and methods to explore, create and manage alternative futures for your council, 31st July – 2nd August, 2017

Professor Sohail Inayatullah, UNESCO Chair Futures Studies

Synopsis
Engaging Futures is delighted to extend an invitation to stakeholders in the Queensland local government sector to join Professor Inayatullah for a three-day advanced thinking futures course: 'Futures Thinking and Strategy Development: Learn tools and methods to explore, create and manage alternative futures for your council'.

Will Queensland cities become super smart cities? Can local councils ride the dramatic waves of change – digital disruption, ageing, AI, cognitive/neural IoT connection – or must they focus on roads, rates and rubbish?

Who should go?
Stakeholders of the local government sector, policy and planning officials, engineers, economic development, community services and environmental policy officials. State government department officials will also benefit.

Presenters
This intensive advanced foresight course will be led by Professor Inayatullah's methods and experiences as international futurist and UNESCO Chair of Futures Studies. Dr Colin Russo will also present concepts from his PhD research on how futures methods transforms governance in cities.

Professor Sohail Inayatullah is a world leading futurist and political scientist; UNESCO Chair of Futures Studies; winner of the Laurel Award 2010 for all-time best futurist; professor at the Graduate Institute of Futures Studies, Tamkang University, Taiwan; adjunct professor in the Faculty of Arts and Business, the University of the Sunshine Coast; and associate with Melbourne Business School - Mt Eliza Executive Education, University of Melbourne. Professor Inayatullah has authored and edited 32 books and over 300 journal articles, book chapters, and reviews and worked with organisations and governments locally and globally on internal transformation to create their own alternative and desired futures.

Dr Colin Russo has more than a decade of experience in working with Councils. He is an award-winning engagement expert and has recently graduated with a PhD thesis titled "Engaging Futures: futures methods transforming governance", and a range of published articles.

Course aims
The aim will be to engage audiences in activities, scenarios and discussions. The focus will be on enhancing your ability and capacity to create alternative and preferred futures in local governments.

Professor Inayatullah and Dr Russo will work with participants of the course to build capability to anticipate major trends, challenges and opportunities facing Councils and explore critical questions:

- What are the futures of Queensland Councils?
- Indeed, how will the increasing rate of change impact how and what you do?

Participants will be provided with in-depth, extensive coverage of strategic foresight concepts, tools and methods, along with the application of each method to participants' compelling issue or action learning projects.

Course details
Offered by Professor Inayatullah and Dr Russo from the 31st of July to the 2nd of August, 2017, the Course is limited to 40 participants to enable one-to-one mentoring. The Course cost per person is $1100 including gst and it will be conducted at the Hilton Hotel Surfers Paradise, 6 Orchid Avenue, Gold Coast. Don't miss this unique opportunity for local government stakeholders and officers to support your organisation to adapt and transform.

Register via the website www.engagingfutures.com/futuresthinkingcourse, or email colinrusso@engagingfutures.com
Dr Colin Russo can be contacted by telephone on (+61)408 887 751.

FUTURES STUDIES:
THE SIX PILLARS APPROACH

The Futures Workshop

Creating alternative and preferred futures

Professor Sohail Inayatullah

UNESCO Chair in Futures Studies, USIM, Malaysia

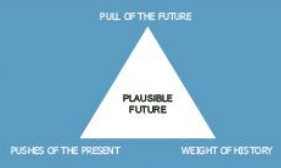
Graduate Institute of Futures Studies, Tamkang University, Taiwan; Melbourne Business School, the University of Melbourne; the Faculty of Arts and Social Sciences, Sunshine Coast University, Australia; and Director, www.metafuture.org.

FUTURES STUDIES

Sohail Inayatullah and Ivana Milojević

MAPPING

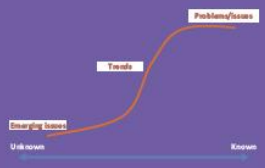
Shared History



Futures Triangle

Futures Landscape

ANTICIPATING



Emerging Issue Analysis

Futures Wheel

TIMING

Linear Cyclical Pendulum Spiral

DEEPENING

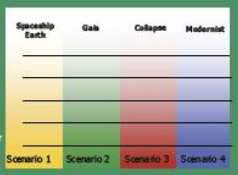
Causal Layered Analysis

Metaphors

Create the New Narrative

CREATING ALTERNATIVES

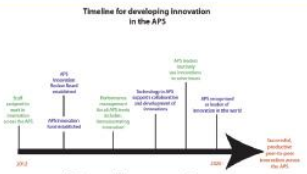
Scenarios



CLA Incasting

TRANSFORMING

Visioning



Backcasting

- Action learning
- Low hanging fruit
- Prototypes
- New measurements
- Implementation and monitoring
- Reports to stakeholders
- Celebrate successes

Next Steps

www.meta-future.org and www.metafuture.org

Transformative and Strategic Foresight defined

Transformative and strategic foresight is the understanding of alternative – possible, probable, and preferred - futures and the worldviews and myths that underlie them.

- Creates flexibility in decision-making by moving from a focus on one future to an analysis of alternative futures.
- Moves from the management of reality to the creation of possibilities.
- Moves from the day-to-day operational considerations of management to the longer-term transformative dimensions of leadership.
- Moves from narrow problem-solving approaches to broader and deeper systemic and trans-disciplinarian perspectives and solutions.
- Anticipates emerging issues and weak signals that may derail strategic plans and policies. Through environmental scanning, strategic foresight intends to solve tomorrow's problems today, and discover opportunities early on.
- Through logic and creative thinking, articulates the first and second order – the long term - consequences of current issues.
- Changes the temporal horizon of planning from the short-term to the medium- and long-term; indeed, strategic foresight provides methods and tools to navigate the three horizons (short, medium, and the long-term).
- Seeks to ensure that the inner stories of organizations, institutions and nations are linked to systemic strategies. Often strategies fail not because an inaccurate assessment of alternative futures but because of a lack of understanding of deep culture.
- Reduces risk by understanding the worldviews of multiple stakeholders. Blind spots - which are always built into the knowledge framework of each person and organization - are addressed by including difference. This makes implementation far easier.
- Moves from risk avoidance to risk reduction to risk management to opportunity and innovation creation.
- Uses the future to change the present.

Futures Studies, transformative foresight, has six pillars and linked methods

They are not sequential, however, one can mix and match and move pillars around based on the project design and purpose. The pillars are:

1. **Mapping the past, present and future**. Mapping seeks to identify the historical factors and patterns that have created the present. The present is mapped through environmental scans. The future is mapped through an understanding the images or pulls of the future, the quantitative pushes of the present and the weights of history. Methods: Shared history, environmental scanning and the futures triangle.
2. **Anticipating the future** through identifying emerging issues (or weak signals and black swans). First and second order implications of issues are explored. Methods: emerging issues analysis and the futures wheel.
3. **Timing the future** through an understanding of the grand patterns of history. Methods: macrohistory, an understanding of macro-patterns (the linear, the cyclical, the spiral, the pendulum and bifurcation) and the Sarkar game - a role playing process that explores power and leadership.
4. **Deepening the future** through an analysis of the deeper myths and worldviews underneath the data of the official future. Questions asked include: does the underlying personal and collective narrative match the strategy? Method: causal layered analysis.
5. **Creating alternatives futures** through an analysis of the critical uncertainties driving the future as well as the archetypes of personal and societal change. Method: scenario planning (double variable, multi-variable, organizational and integrated).
6. **Transforming the future** by articulating a preferred future and developing critical pathways and action learning steps to achieve it. Methods: visioning, backcasting and action learning.

Transformative Foresight:

Learning and alternative futures

- **Zero Loop** – overwhelmed.
- **Single Loop** – actionable steps.
- **Double Loop** – outside the paradigm, learning about learning.
- **Narrative Learning** – the deep story, underlying metaphor.

Which is your preferred learning style?

Why?

_____
_____
_____
_____

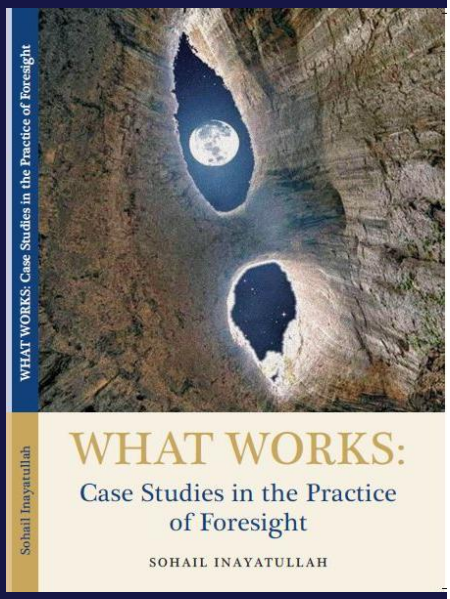
- Zero loop occurs when there is information overload or no purpose in learning.
- Single loop learning focuses on actionable items – linking the long-term with items to do on Monday morning.
- Double loop is learning about learning, gleaning insight by going out of the box.
- Narrative learning is focused intuitive insight into the internal and external stories of persons and organizations. Using myths and metaphors, narrative learning seeks to create new stories about the future.

What is your current narrative about your life, or how you learn or about the future?

_____
_____
_____
_____

There are a number of critical success factors in creating futures-oriented organizations. These include:

1. Challenge the default/used future
2. Scan the environment for emerging issues
3. Create alternative futures
4. Make the vision real
5. Link story to strategy



- What are the used futures in your organization/institution?
- What are the emerging issues, the likely disruptions head?
- What are some alternative futures?
- What needs to be done to ensure the vision become reality?
- What is the inner narrative of your organization? Does it link to the strategy or vision? Or does it need to be rescripted?

FOUNDATIONAL QUESTIONS

1. Where from
2. Where to (forecasts and fears)
3. Assumptions
4. Alternatives
5. Want
6. How
7. Inner Story

1. What is the history of the issue?

2. What do you think the future will be like? What future are you afraid of?

3. What are some of your assumptions about the projected or feared future?

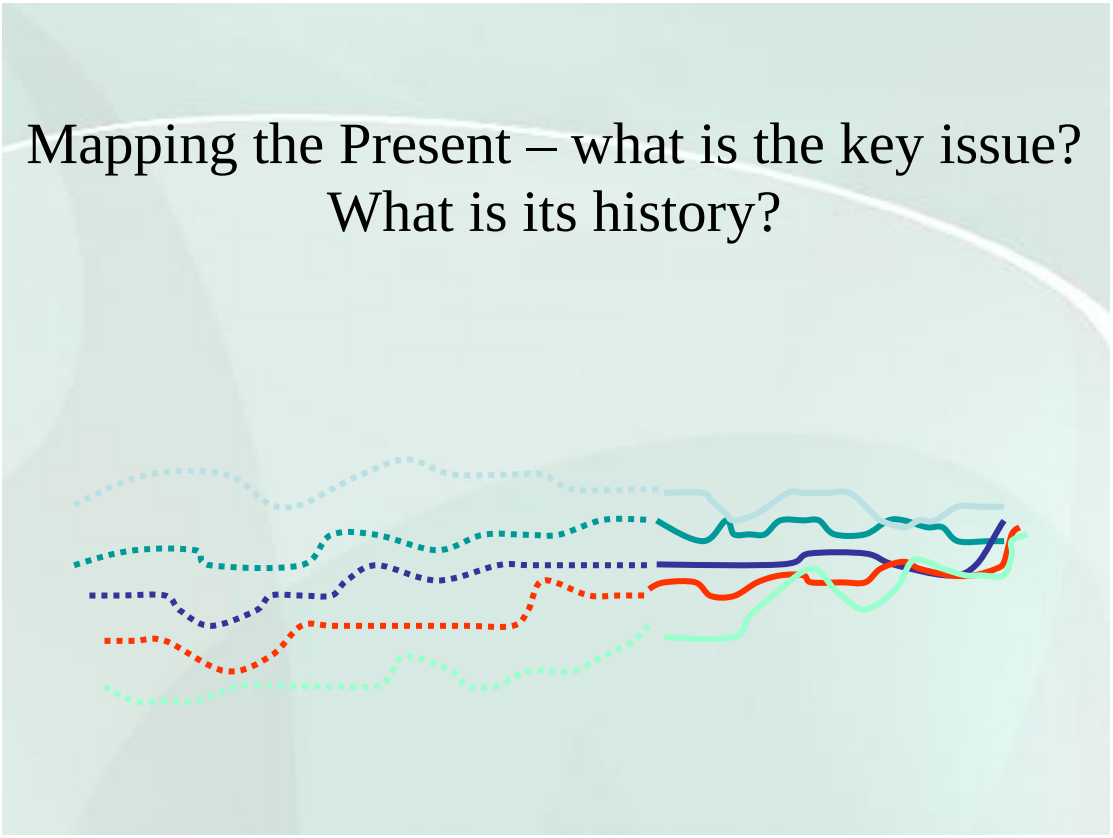
4. What are the alternatives, the different scenarios?

5. Which future do you want?

6. How did you get to the preferred future?

7. Is there a supporting narrative? If not, create a supporting story.

1 Mapping



What are the key issues?

_____
_____
_____

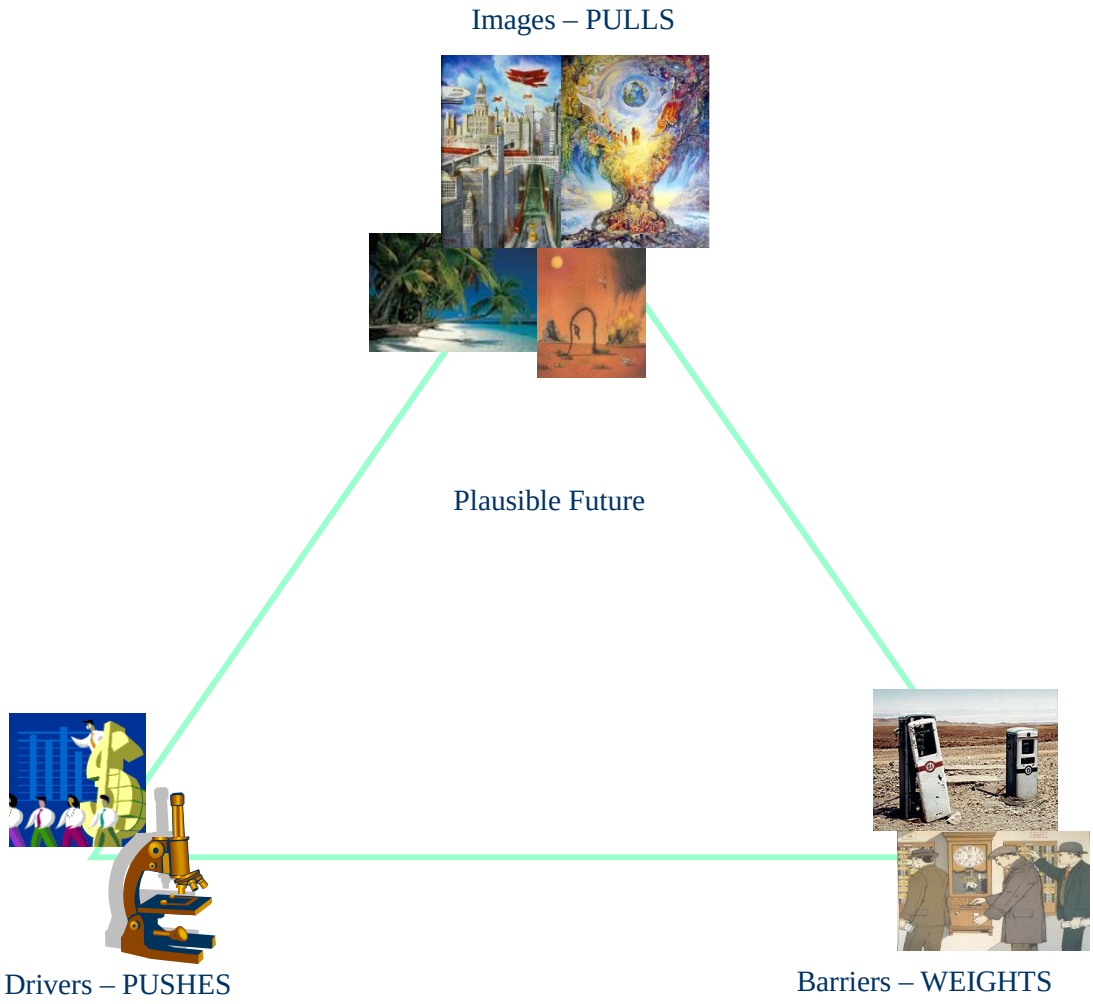
Why are these important?

_____
_____
_____

What is the history of the issue? What are the key events and trends – continuous and discontinuous – that define its genealogy?

_____
_____
_____

Mapping the Future – Futures Triangle



The futures triangle method consists of identifying three distinct factors.

The first are the contending pulls of the future. These are current images of the future could be or should be.

The second are the critical drivers pushing the future.

These are quantifiable.

The third factors are the weights of history.

These are the barriers preventing the realization of a particular image of the future. A weight for one image of the future, of course, can be a driver for another. Weights are more difficult to quantify.

Exercise:

Identify an image of the future – a pull in your organization or city or country?

What are some critical drivers that are creating or reinforcing this image? Discuss the relative strengths and weaknesses of each weight.

What are some weights that are barriers to the realization of this image?

Once this is done, discuss the following questions:

Where should one strategically intervene: the image(s), the pushes or the weights?

_____
_____
_____

Which is the easiest to change? Which the most difficult?

_____
_____
_____

Remember: pushes are quantitative. Pulls are visual images. Weights are perceived structures.

What are some additional images of the future?

Create a futures triangle for each image. Conclude by a discussion of the dominant image, contending images and marginal images? What might the futures triangle of your organization look like in 20 years?

_____
_____
_____
_____

_____

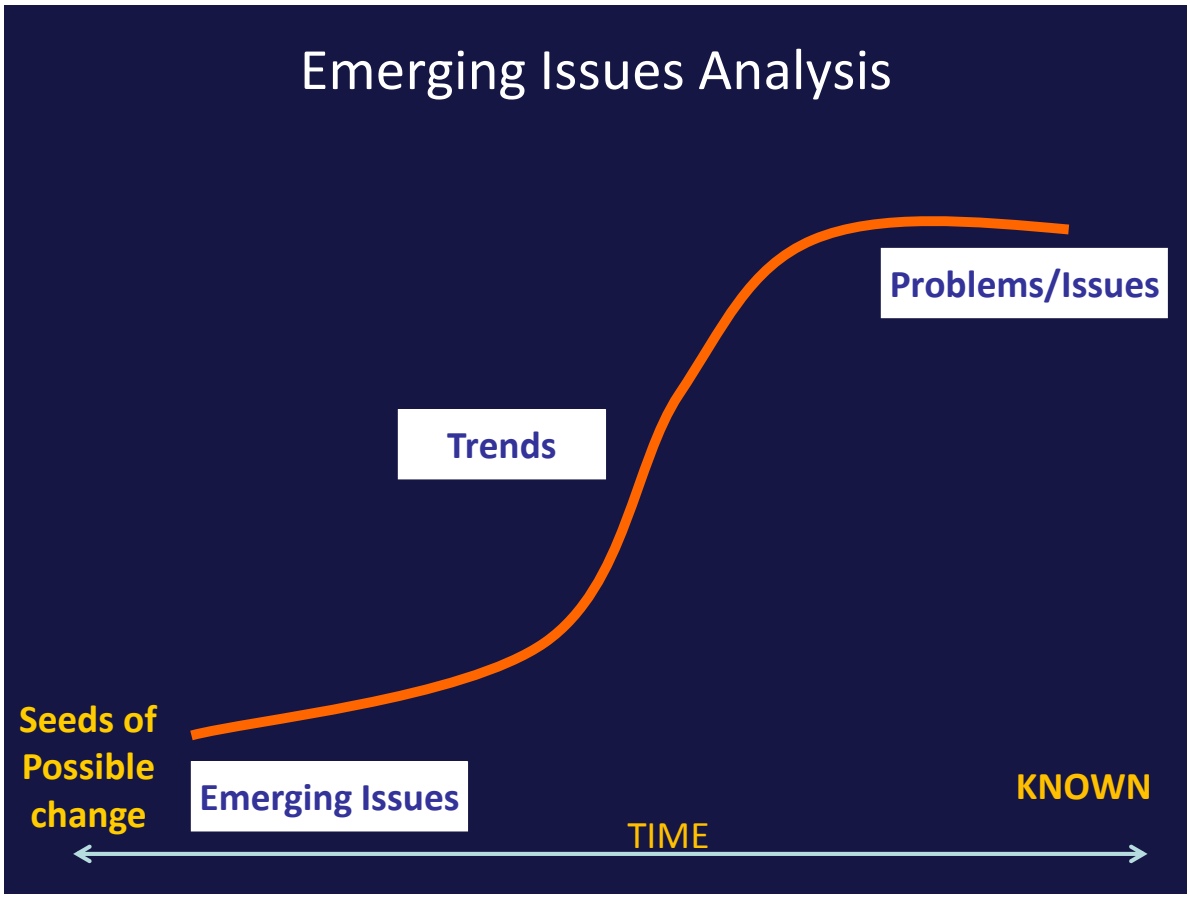
Mapping the Future – The Futures Landscape

The futures landscape consists of four spatial-temporal dimensions. The jungle is short term survival-oriented with the politics of competition and grievance the order or disorder of the day. The chess set is strategic. The goal is to use power, speed and intellect to more effectively realize one's goals: sometimes at the expense of others, other times in negotiation with others. Most of the business literature is focused on enhancing strategy. The mountain tops are broader, big picture possible futures. Done well, they contextualize the strategic, ensuring strategy is based on a changing inner and external changing world. Finally the star is the transformative vision, the purpose of the organization, institution or nation. It provides direction, the pull of the future.

Where does your organization fit in? Is it balanced in all areas?

Which area of your organization needs to be addressed: the jungle, the chess set, the mountain tops, the plant or the star?

2 Anticipating the Future



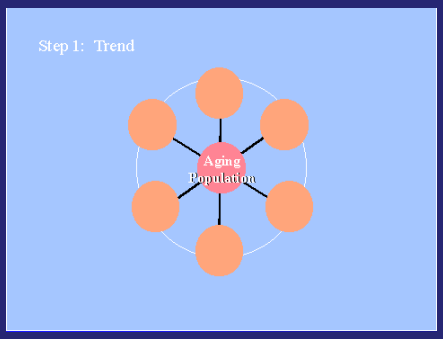
What are the emerging issues that could dramatically disturb who you are and what you do?

What issues have you noticed become trends and then problems or opportunities?

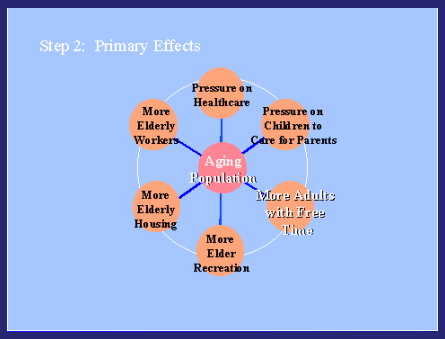
Remember: emerging issues are high impact, low awareness issues with marginal data to support its development. Trends have significant supporting quantitative data.

Anticipating the Future - The Futures Wheel

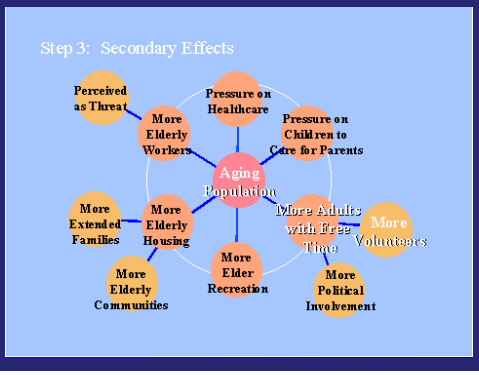
1. **Establish the central trend or area to focus on.**



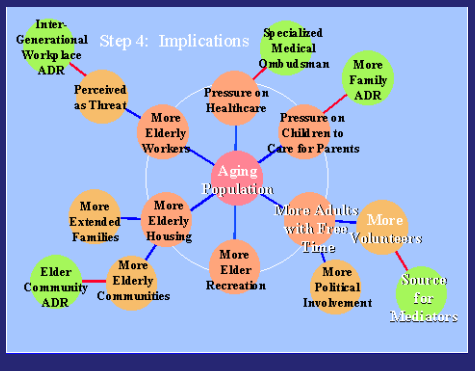
2. **Participants come up with the 'primary' impacts stemming from the central trend.**



3. **Each primary effect has 'secondary' impacts.**



4. **Participants explore the effects of the primary and secondary impacts on their industry.**



1 Select the issue (what is of most interest, or relevance or highest impact or?).

2 Logically develop implications if the issue was to occur.

3 Once a new circle or impact is created, then brainstorm the second order implications – the impact of the impact.

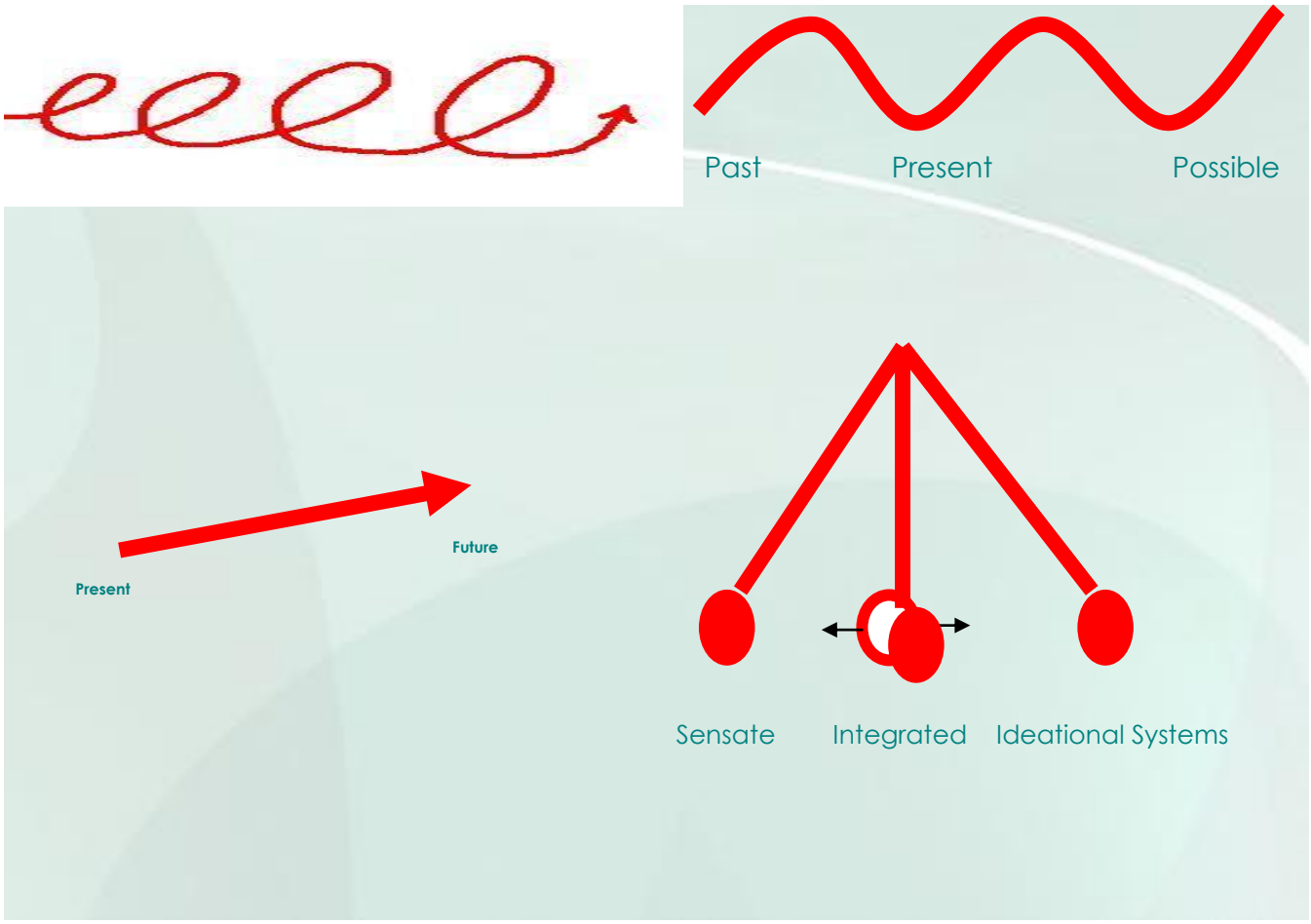
4 Where there are disagreements, create a new impact line and new circle. Use a different colour. Please note: disagreements make the process more robust, they enrich the future.

5 At times, scenario sketches can emerge as disagreements lead to novel pathways.

6 What are the strategic and research implications of the issue?

7 Present the issue, the thinking and the implications.

3 Timing the Future – Macrohistory



What are the grand patterns of change? Is history and future linear, cyclical, pendulum or spiral? When, where and how should one intervene?

What is your model or metaphor of social change? (for example, from small things grow big changes; the hundredth monkey; be the change you want to see; crises lead to real change; plus ca change, plus c'est la meme chose)

From macrohistory and macrohistorians, the following lessons are crucial:

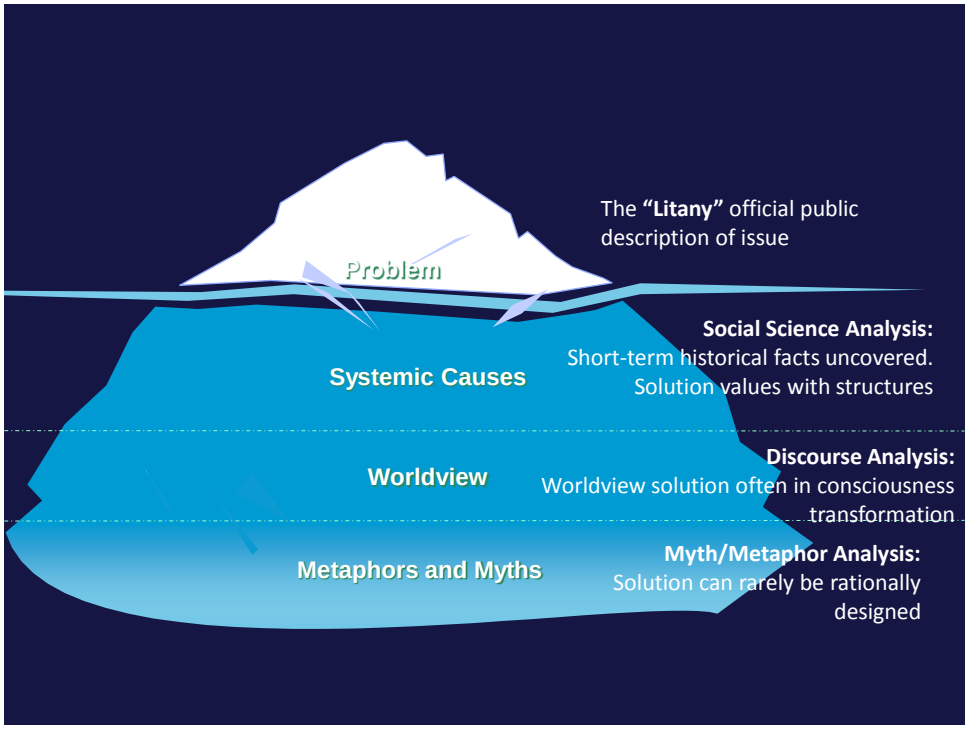
- From Ibn Khaldun, expect decline over three to four generations. Ask yourself: who are the Bedouins at the gates of power seeking change. Can the cycle be arrested?
- From Comte and Spencer, history and future is linear. Religion gives way to reason which gives way to science. Progress is possible as long as we work hard, reward merit, focus on this world, and use technology in open markets to create wealth for all. Is the future of your organization linear?
- From Sorokin, all systems follow the pattern of the pendulum. As they succeed and develop legitimacy, the overreach and exclude other nominations of reality, eventually leading to a dramatic swing. Whether centralization or decentralization; religious or secular; right or left, the pendulum can help us understand the future. And few are able to predict the next swing. Can you?
- From Toynbee, all systems reach a crisis, where either they respond by imitation and thus create a top heavy superstructure of bureaucracy or they innovate through a creative minority, and create a higher order complex future. Is there a creative minority in your organization that can meet the challenges ahead?
- From Kardashev, a jump in complexity requires an influx of energy needs. The patterns of the future will be largely based on the ability to find new sources of physical energy, moving away from non-renewable to renewable to star-energy and then to galactic. Harnessing energy for the planet however requires a shift from feudal/nationalist governance systems to global governance. What energy needs does your organization require for its next phase?

One way to investigate the grand patterns of change is through the Sarkar game. Invented by Joe Voros and Peter Hayward, the Sarkar game is a role-playing game where participants explore the interactions between four types of power: the worker, the warrior, the intellectual and the entrepreneur. After playing the game, participants assess their own leadership style and gain insight into the mechanisms of change within their own organization and the broader patterns of history, and possible futures.

Macrohistory, in general, and the Sarkar game, in particular:

- Helps individuals understand their multiple inner selves, particularly their disowned selves.
- Can be used as a personal learning platform to develop a more balanced and dynamic leadership style.
- Helps organizations audit their leadership capacities and functions. Helps understand the unconscious motivation of others – the deep structures behind the day-to-day.
- Can be used by leaders for global and organizational strategy – when and how to intervene.
- Helps understand the deeper patterns of past, present and possible futures.

4 Deepening the Future



Deepening the future is based on the Causal layered analysis methodology. It has four levels:

1. **The litany** or day-to-day official rendering of events.
2. **The systemic** – the structure that causes or supports particular realities.
3. **The worldview** – the mindsets, paradigms – behind systems and litanies.
4. **The myth-metaphor** or narrative level of analysis.

The key is: all four are equally real and important for social and policy change. Each level is nested in other levels and deeper and lasting change requires shift at all levels ie changing how we report and what we measure; changing the system (taxation, technology, laws); changing the worldviews, the deep cultures; and, changing the often unconscious stories that support the entire issue.

CLA can be used in a variety of ways.

First, it can be used to unpack a particular issue, to understand it all four levels.

Second, it can be used to map contesting views of the future. Different stakeholders and their worldviews are identified and their respective policy solutions are analysed.

Third, it can be used to deconstruct a particular future (along the four levels) and then reconstruct it, thereby creating an alternative future. The alternative future can be the preferred future, where the person or organization wishes to move toward.

Fourth, it can be used to unpack one's own litany, system of selves, dominant worldview and contending narratives. Once an inner map is created then an alternative preferred life story can be created.

Fifth, it can be used in the incasting phase of scenarios, to deepen them. This allows a robust comparison of the litanies, systems, worldview and myths of each narrative.

Sixth, it can also be used in the implementation process to ensure that the strategies are both deep and broad. CLA is used to as an evaluative tool to analyse the suggested litany (indicators), systemic, worldview-cultural and narrative/ story changes.

When applying CLA to yourself, first select a focal question, either your overall life story or a particular issue (around your work or health, for example).

The Litany

1 Ask, what do I say to myself over and over about the way my personal world is? About the external world?

The System

2 What makes me upset, “irrational” in the things I see about my internal and external world? Why? What can I learn from this about my construction of the real?

The Worldview

3 What are the origins of my belief system? When did I first come to believe these things about myself and the external world? Was there a trigger event?

The Myth/Metaphor

4 Is there a defining narrative - an overarching metaphor to my life story, to my issue? Is there a double bind active, a conflict between needs or selves?

Transforming the future

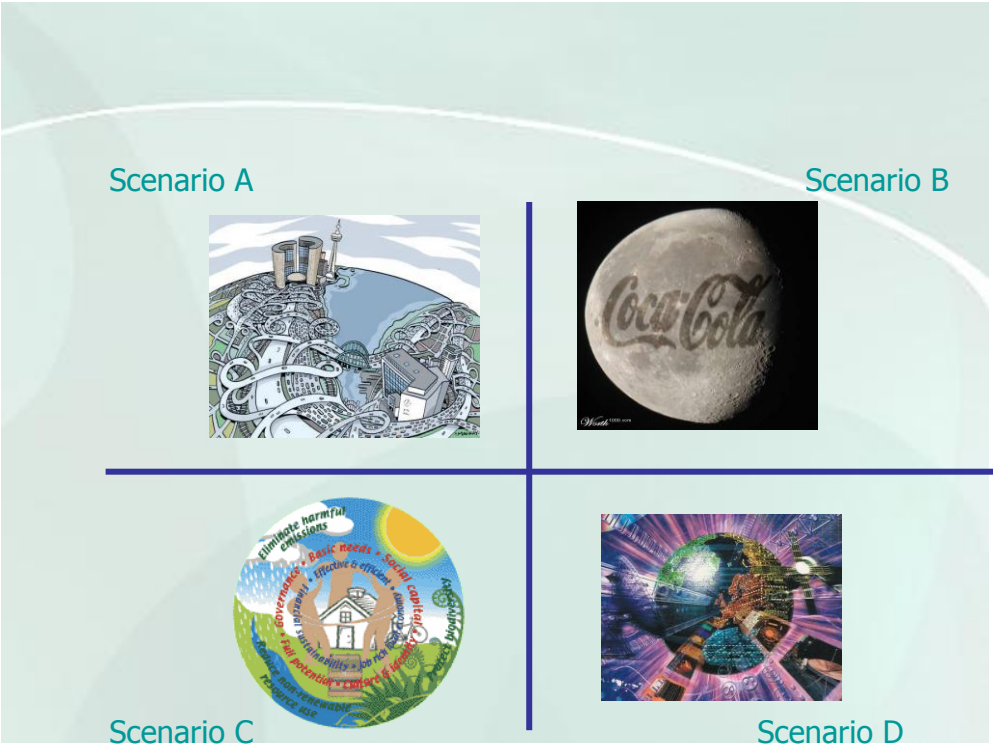
5 Is there another story that might better meet your needs, that better reflects your desired future?

6 What aspects of my worldview do I need to change?

7 What are specific strategic steps that I can take, practices that will reinforce my new metaphor?

8 How will I know I am on the right path? What are some possible milestones?

5 Creating Alternatives - Scenarios



SCENARIOS PURPOSES

Scenarios have multiple purposes. These include:

1 Contingency planning – to assess and prepare for what might go wrong.
2 Creating a conceptual distance from the present, so that the present is seen as less real and fixed, and thus changeable.
3 Understand and manage uncertainties - to explore what we don't know we don't know.
4 To gain a better understanding of chaos and complexity including the potential levers of influence.
5 To understand the views of different stakeholders and perspectives.
6 To find new areas of growth, products, processes, people, possibilities.
7 To help clarify often hidden assumptions about the future.
8 To think about the unknown, to open up spaces for new action and reflection.
9 To enhance organizational learning capacity.

Ultimately scenarios both reduce risk and enhance reward, however, defined.

SCENARIO STRUCTURE

Scenarios have a particular structure. Generally, this is:

1. Year of the scenario(s).
2. Title for each scenario, ensuring that the title is compelling, drawing the reader to the scenario.
3. Pushes/drivers as well as emerging issues/weak signals.
4. Images for each scenario.
5. The Causal layered analysis incast:
    a. The litany – headlines or visible characteristics
    b. The systemic or Society, technology, environment, economy, polity, legal and ethical
    c. The dominant worldview or culture
    d. The underlying metaphor/myth or story
6. A day in the life of a stakeholder

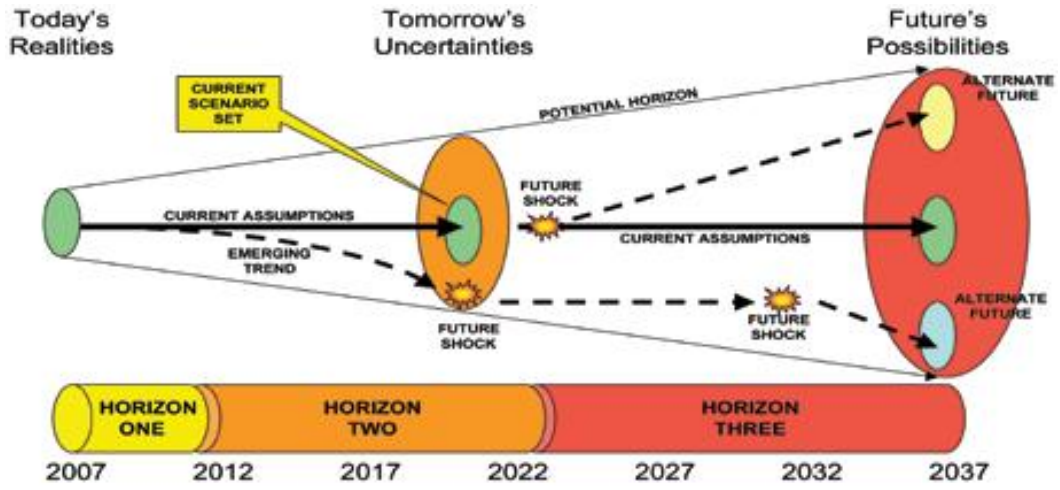
SCENARIO TECHNIQUES

There are multiple techniques, each with different benefits. The double variable is excellent in developing short and medium range strategy but weak at identifying outliers or events and trends that can foundationally change the future.

The multivariable method is excellent at identifying futures based on different drivers but not as strategically useful as the double variable.

The organizational method is of less medium range strategic value as the double variable but far more useful in creating direction as it identifies the preferred future and in assessing risk as it identifies the outlier scenario.

The integrated method ensures greater plausibility as the disowned is accounted for; however, it requires a depth understanding of the role of subjectivity in the empirical world.



DOUBLE VARIABLE SCENARIO METHOD

In the double variable method, the goal is two determine key uncertainties and from these develop scenarios.

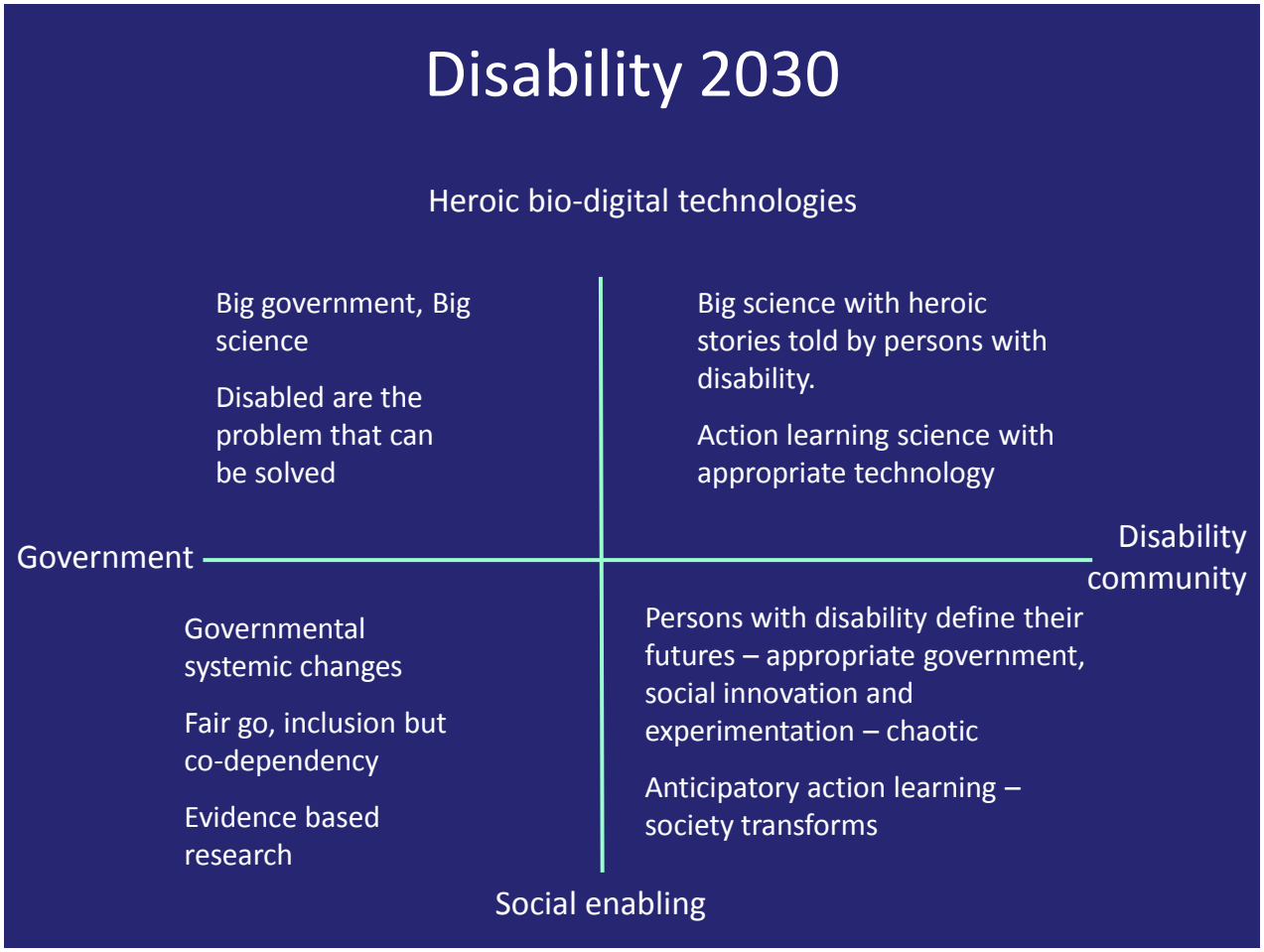
1 First select the year, for example, 2035.
2 What is the key question you wish you knew the answer of?
3 What are the critical uncertainties? Select two.
4 Use the two uncertainties to create a double cross.
5 Articulate four different scenarios based on the uncertainties.
6 Develop the scenarios.

Within the scenario body, answer the following:

- What are the headlines?
- What are the systemic causes for the headlines and the system characteristics
- What is the dominant worldview and culture
- What is the main metaphor for this future?

Write a brief a day in the life narrative of a key stakeholder for each scenario.

The first example is from the disability. The uncertainties are (1) will government or the disability community lead and (2) will problems be solved through social enabling or bio-digital technologies?



MULTIVARIABLE SCENARIO METHOD

In this technique, each scenario is developed from a different driver (or drivers).

1 First, select the year in question, 2035, for example.

2 Select a critical driver.

3 Third, using the futures wheel or other method to determine the consequences of the driver, fill in what the future might look like if that driver was pivotal in creating the future. For example, in health, if bio-monitoring health devices – health-bots – become the norm what might be the emergent scenario? In the example below this creates a "Star trek" health system.

4 Fourth, choose another driver. In the example below, another driver is that of a change in the financial structure of general practice – will this lead to a full scale a "Corporatization" scenario? A third driver is a return to core general practice value. What might a "Back to values" scenario look like? Lastly, a demographic shift toward diversity and the rise of complementary medicine may lead to "Multi-door centre" scenario. In this last scenario two drivers – diversity and complementary medicine – are integrated.

5 Fifth, develop the scenarios. Within the scenario body, answer the following:

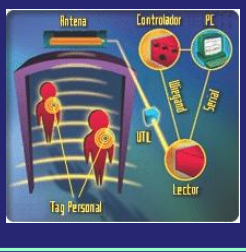
- What are the headlines?
- What are the systemic causes for the headlines and the system characteristics?
- What is the dominant worldview and culture?
- What is the main metaphor for this future?

If possible, write a brief a day in the life narrative of a key stakeholder for each scenario.

Policing futures

Triple bottom line organization - engagement

Google in the real world - predictive



Global-Local Policing – new skills

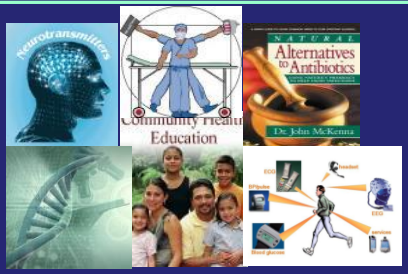
Baton and boots – physical strength

General practitioner futures

Star trek health

Back to values

Corporatization



Multi-door centre

3 ORGANIZATIONAL SCENARIO METHOD

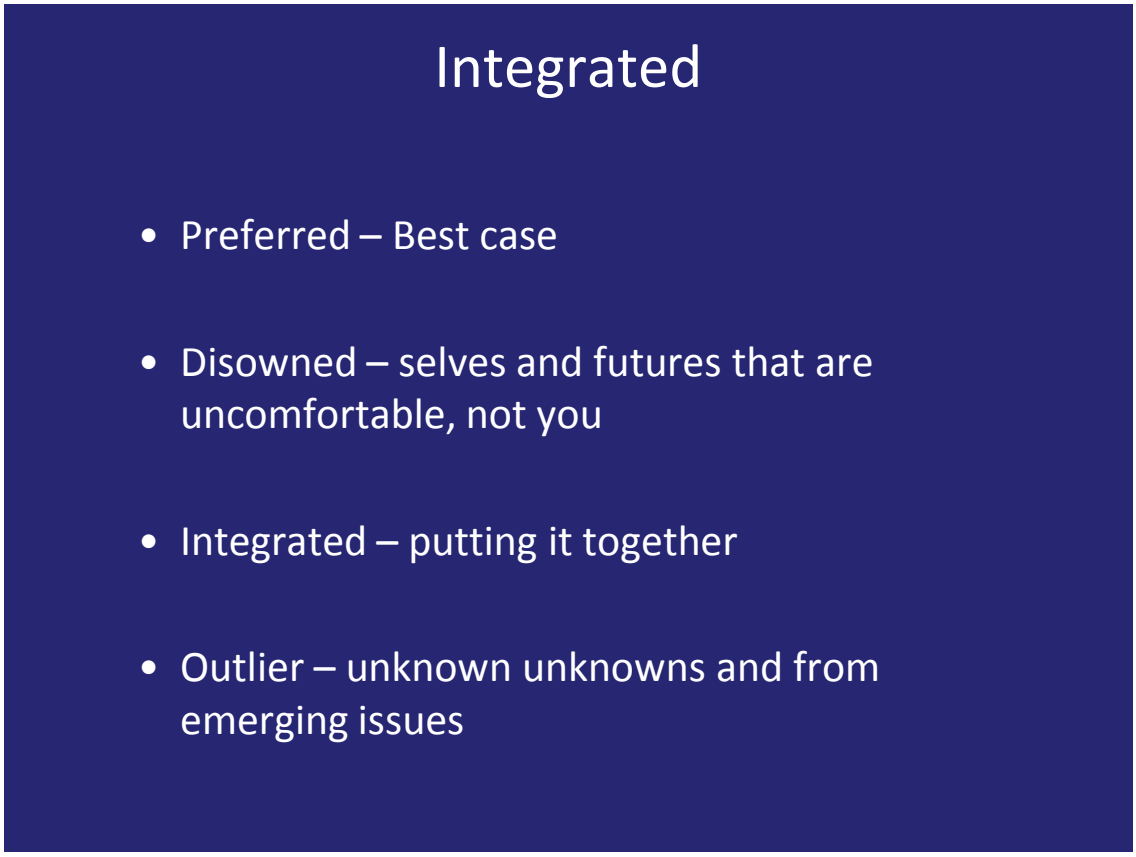
The Organization scenario technique seeks to articulate the futures of an organization based on the perspectives of key stakeholders. The robustness of the scenarios is based on the integrity of those involved.

1. In this technique, as in the previous, select a year, for example, 2025.
2. Develop four different scenarios based on the above typology. For example, for scenario one, if currents trends continue, ie the "Business-as-usual" what will the future look like? Or for scenario two, if current trends dramatically worsen, what will the future look like? And, for scenario three, what is an unusual, even absurd, disruption that will lead to a dramatically different future? Finally, for the fourth scenario, what is the best case? For each scenario, be clear on key assumptions and drivers.
3. Within the scenario body, answer the following:

- What are the headlines?
- What are the systemic causes for the headlines and the system characteristics?
- What is the dominant worldview and culture?
- What is the main metaphor for this future?

If possible, write a brief a day in the life narrative of a key stakeholder for each scenario.

4 INTEGRATED SCENARIO METHOD



The Integrated method seeks to move from the preferred – which can often be overly idealistic – to the disowned – what has been pushed away – to the Integrated. It concludes with the outlier scenario, so as to adjust for the unknown or disruptive.

In this scenario method, created by Inayatullah, there are four processes

First identify the preferred future – articulate five criteria of your preferred future. What are some empirical indicators that measure your preferred future? Second, what does the system look like – society, technology, economy, environment and polity? Third, what is the dominant worldview or way of thinking? And last, what is the core story, narrative, of the preferred future.

The second scenario is the disowned. What has the preferred pushed away, considered not important? Are there aspects of the disowned that are important to keep in the preferred (to move the preferred toward enhanced plausibility or that may be required for resilience and robustness?)Briefly describe characteristics of the disowned future?

The third scenario is the Integrated. In this approach, the preferred and the disowned are integrated. Now once again articulate five criteria of your preferred future. What are some empirical indicators that measure your preferred future? Second, what does the system look like – society, technology, economy, environment and polity? Third, what is the dominant worldview or way of thinking? And last, what is the core story, narrative, of the preferred future

The final scenario is the Outlier. What are some emerging issues, weak signals or current drivers that portent a dramatically different future? What is a new technology disrupts the earlier scenarios? What if an external shock changes the game? Articulate a future way outside the box – but still potentially useful. Even is this scenario does not come out, what can you learn from aspects of this future. As earlier, articulate the measurements, the system, the worldview and the core story of this future.

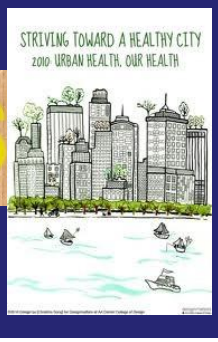
The main utility of the scenario method is its robustness. However, it does require time to focus on depth, to understand the disowned futures of the preferred. One can also, alternatively, begin with the business-as-usual, and ask what has that future disowned.

Brisbane futures

Preferred – Green city

Disowned – size and wealth

Integrated



Outlier – Destroyed city

UTeM Integrated method

Scenarios	Preferred	Disowned	Integrated	Outlier
Litany	Economic growth	Economic decline	Economic transformation	Economic collapse
System	Seamless	Antagonistic parts	Synergy between stakeholders	Disintegrated
Worldview	Interdependence	Independence	Integration	Survival
Metaphor	Their way	Separate ways	Our way	No way

To deepen scenarios, consider the following questions:

1 What is the core strategy in this scenario?

_____
_____
_____
_____

2 What are the narratives, stories, metaphors, that can help realize this scenario?

_____
_____
_____
_____

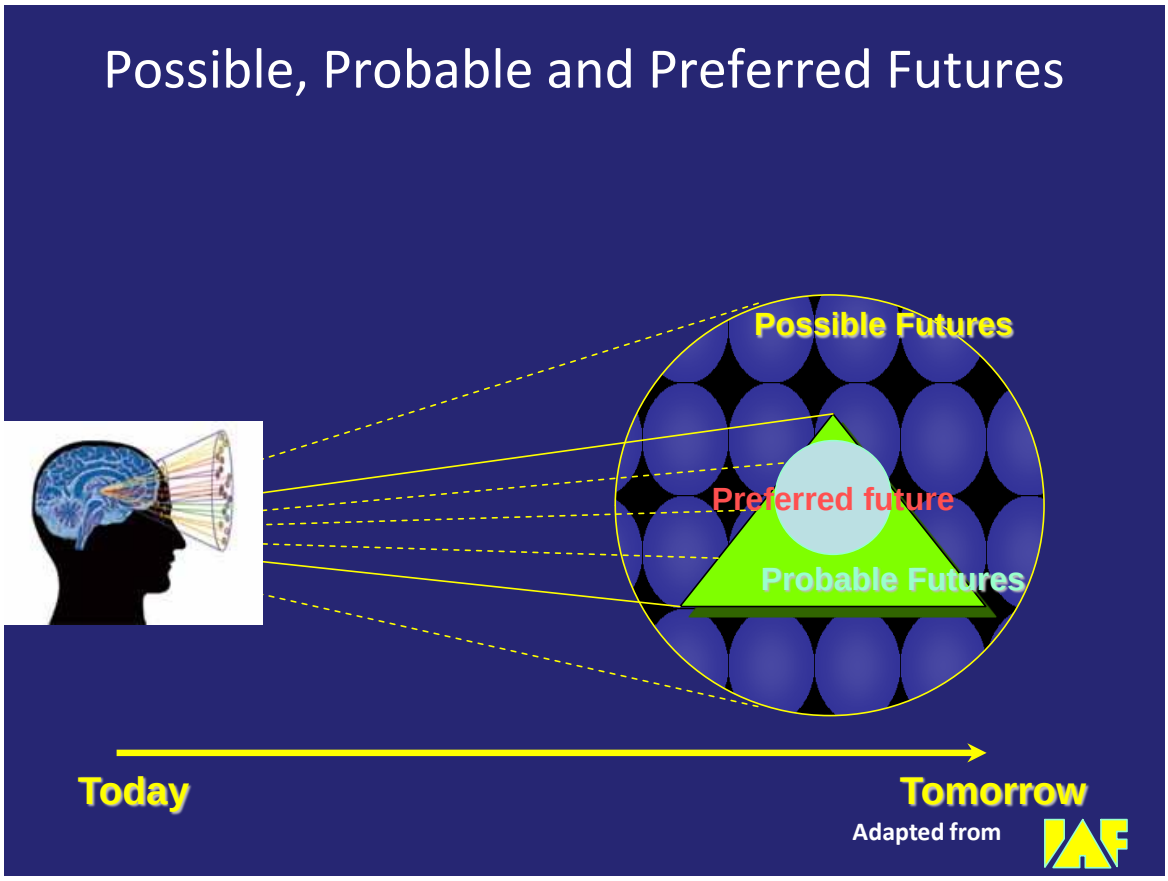
3 What are the narratives, stories and metaphors that can prevent the realization of this scenario?

_____
_____
_____
_____

4 In what ways can you re-script the narrative so the scenario has a greater possibility of being realized or avoided?

_____
_____
_____
_____

6 Transforming the Future

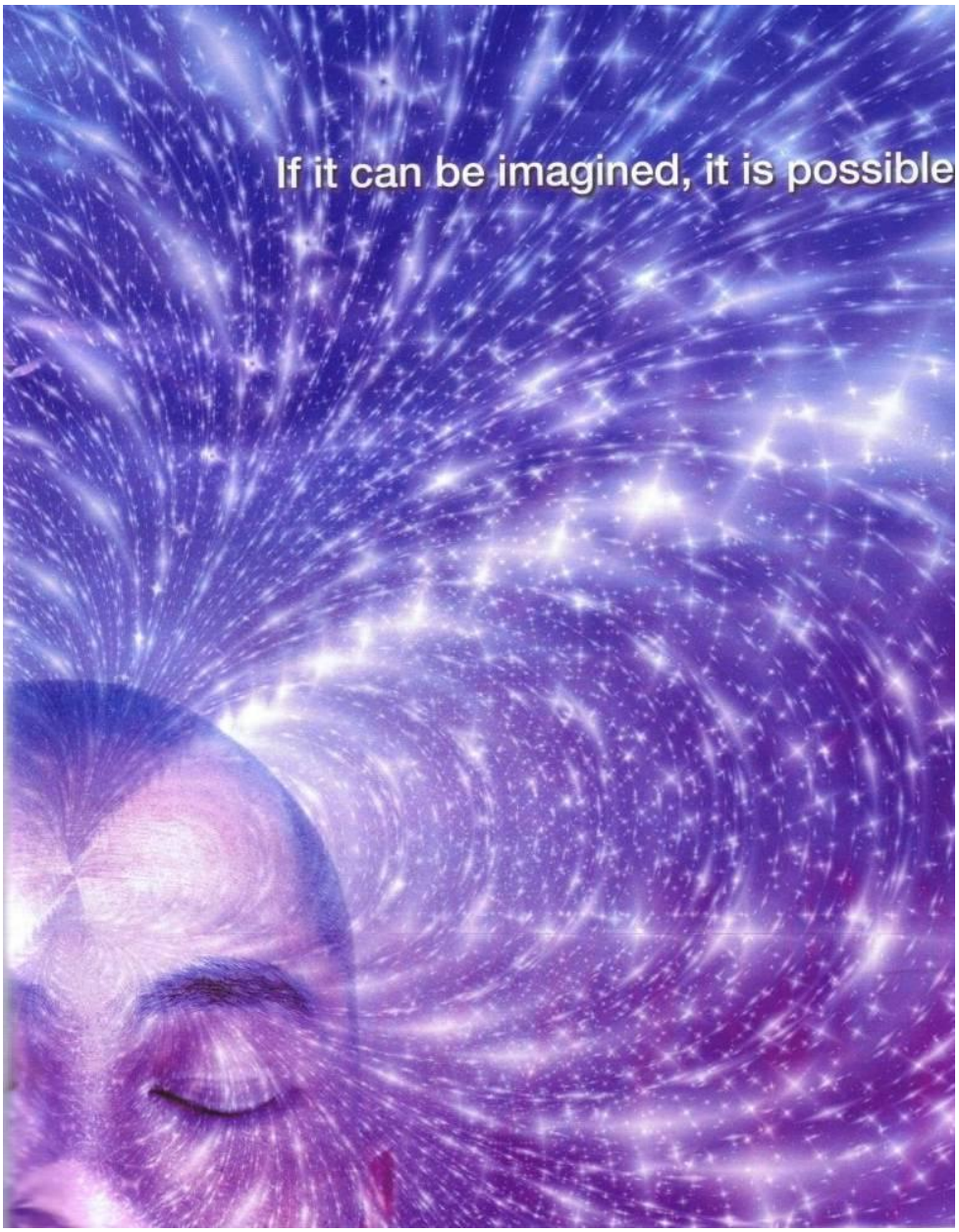


Visioning as a method has three approaches.

First is the analytic. In this approach, participants write down characteristics of their preferred future. These should be a mixture of general statements as well as more specific – as per the scenario methods – how is reality measured, what is the prevailing system, the preferred worldview or culture, and finally the underlying narrative.

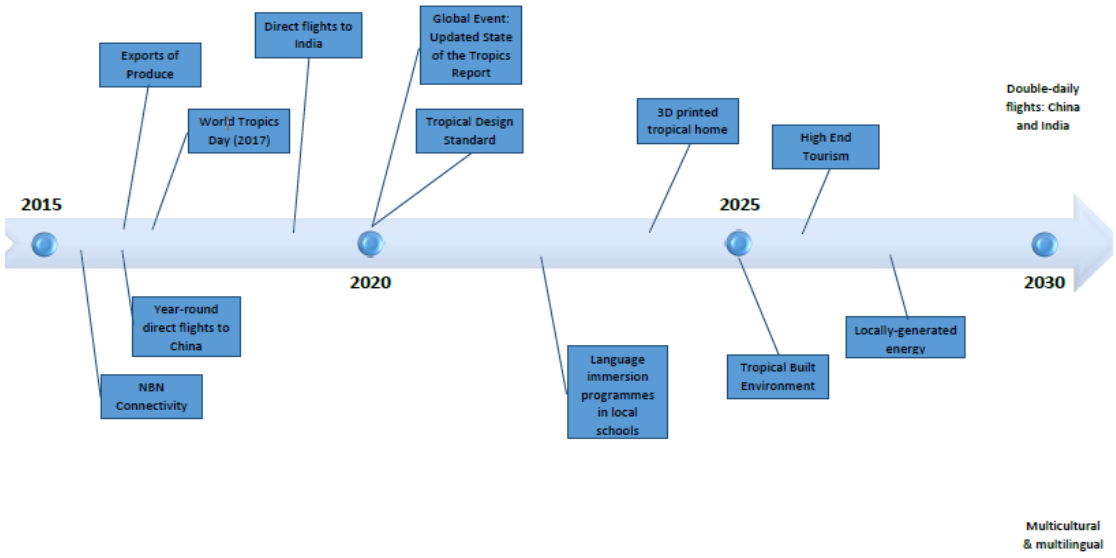
The second is the interview method developed by Ziauddin Sardar. In this, a facilitator questions the respondent. Quick fire questions as to the nature of the person's daily life – work, technology, family, nature, challenges – force the respondent to not edit but to utter the first thing that comes to their mind. This often accesses what a person actually wants instead of what they may be trained to think they should say (because of parental or societal expectations).

The third is creative visualization developed by Elise Boulding. In this, participants close their eyes. They are then taken on a path with each step representing a year forward. They arrive at a ledge which demarcates the present from the future. They travel over the hedge into their preferred future. Participants then visualize their preferred future. After the process, participants open their eyes and write down aspects of their preferred future.



Backcasting as a method seeks to remove obstacles to creating desired futures by imagining that one has already created the desired future and what remains are technical issues of determining the next steps. It can be a powerful methodology in overcoming cynicism and fear since the future in discussion has already occurred.

Backcasting Cairns 2030, Australia project.



EXERCISE:

You are in your scenario. Backcast (from here in the future back to the present).

What events and trends transpired to create the future?

List at least three:

_____
_____
_____

Were there any critical events that began the pathway to the new future?

NEXT STEPS

- Action learning – learn by doing. Find a small project, ensure it is funded, and create cycles of doing and learning

- Low hanging fruit – find a project, a task, a goal that is easily doable. This will ensure that stakeholders stay engaged and inspired.

- Prototypes. Experiment. Experiment. Experiment.

- Implementation and monitoring. Ensure that resources are available for implementation of projects (after the excitement has worn off) and for monitoring. Ensure that monitoring system measures the desired future, not the future just left.

- Reports to stakeholders. Let everyone know what is going on.

- Celebrate successes

THE SIX PILLARS FUTURES WORKSHOP
PUTTING IT ALL TOGETHER

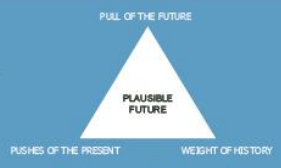
- Mapping the present and the Future – shared history, the futures triangle and the futures landscape.
- Anticipating the future – Emerging issues analysis and the futures wheel.
- Timing the future, understanding the patterns of change.
- Deepening the future – Causal layered analysis.
- Creating Alternatives – Scenarios, social innovation.
- Transformation – visioning, transcend, backcasting, action learning steps, and reflection.

FUTURES STUDIES

Sohail Inayatullah and Ivana Milojević

MAPPING

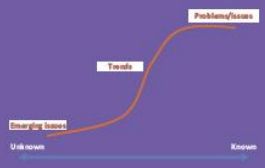
Shared History



Futures Triangle

Futures Landscape

ANTICIPATING



Emerging Issue Analysis

Futures Wheel

TIMING

Linear Cyclical Pendulum Spiral

DEEPENING

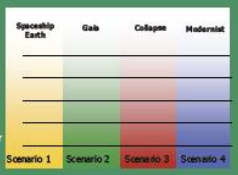
Causal Layered Analysis

Metaphors

Create the New Narrative

CREATING ALTERNATIVES

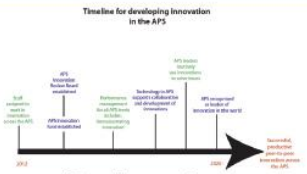
Scenarios



CLA Incasting

TRANSFORMING

Visioning



Backcasting

- Action learning
- Low hanging fruit
- Prototypes
- New measurements
- Implementation and monitoring
- Reports to stakeholders
- Celebrate successes

Next Steps

www.meta-future.org and www.metafuture.org

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Narrative foresight

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ABSTRACT

Narrative foresight focuses on the stories individuals, organizations, states and civilizations tell themselves about the future. Narrative foresight moves futures thinking from a focus on new technologies and generally to the question of what's next, to an exploration of the worldviews and myths that underlie possible, probable and preferred futures. It is focused on transforming the current story – metaphor or myth – held to one that supports the desired future. From a theoretical account of the narrative turn, case studies are presented of the practice of narrative foresight.

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1. Introduction: context, theory, and practice

This article builds on our previous theoretical work (i.e. Inayatullah, 1990, 2002a, 2002b, 2004, 2010; Milojević, 2002, 2008, 2014; Milojević & Izgarjan, 2014; Inayatullah & Milojević, 2015 and pedagogical practice. It develops a significant focus within our overall pedagogy in futures studies, utilised in many countries (i.e. Australia, Pakistan, Serbia, Singapore, Iran, Bangladesh, South Korea, the United States, Taiwan, and Malaysia[1]), settings (i.e. governments, universities, non-governmental organisations, corporations, professional associations) and within various teaching frameworks (i.e. speeches, half or one-day courses, week-long courses, and semester or year-long courses) over the past twenty plus years.

Very recently, a significant number of academic articles has emphasised the great potential of narrative approaches for futures thinking and strategy development (i.e. Milojević, 2014; Bussey, 2014; Jarva, 2014; Li, 2014; Miller et al., 2014; Spencer & Salvatico, 2015; von Stackelberg & Jones, 2014). Others have called for a general "shift to a narrative paradigm" (Paschen & Ison, 2014, p. 1083). Further, the past several decades have seen what some have termed "an explosion of interest in narrative" (Herman, Manfred, & Ryan, 2005; p. ix), wherein narrative based inquiry became a "central concern in a wide range of disciplinary fields and research contexts" (ibid.). Initially mostly found in literary theory and then linguistics, narrative approaches in communication theory, education, psychology as well as social sciences in general have since increased in popularity. Indeed, a whole new field of narrative therapy has emerged (i.e. Angus & McLeod, 2004; Denborough, 2010; Monk et al., 1996; Morgan, 2000; White, 2000), helping individuals move away from unhelpful and

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[1] These are countries where we conducted most of our teachings and workshops. Other countries where narrative foresight has been used include (alphabetic listing): Austria, Belgium, Canada, Croatia, Denmark, Indonesia, Luxembourg, Netherlands, New Zealand, the Philippines, Switzerland, Thailand, and Turkey.

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distressing storytelling towards stories that shape their identities and relationships in line with the possibilities of desired presents and futures (Milojević, 2014).

The use of narrative has been critical for futures studies as well. Various uses of narrative, e.g. framing of new and reframing of old narratives, have been part and parcel of futures thinking from the very beginning. In a similar way that narrative has been used in history – to investigate patterns of change – narrative has also been used in futures studies since the development of the field. Thick descriptions of potential events and conditions through the use of scenarios, for example, have heavily relied on the use of narrative. Trend analysis, as well, outlines a particular sequence of events wrapped as a meaningful story, even as it claims to be narrative-free, that is, it is quantitative and thus story is controlled for. Visioning and backcasting provide detailed and robust narratives presented as a sequential movement through time—from preferable to plausible futures towards the present moment. Utopian and science fiction literature is as well based on the power of story. Indeed, the skilful use of narrative is the foundation of all six pillars of futures studies[2] and within all four types of futures studies[3] - empirical, interpretive, critical and anticipatory action learning.

Mapping narrative shifts is crucial when investigating social change. Various social change agents and social movements have utilised the telling and re-telling of stories about pasts, presents and futures as one of the key strategies within their overall activism. Yet it was only after the poststructuralist, postmodern turn and the advance of social constructionism that terms such as narrative in general or meta-narrative in particular have entered into broader academic use. This article focuses on further understanding the role of narrative when thinking about the future; both through synthesising previous theoretical work and via the more practical use of narrative as a strategy for engaging individuals and organizations during futures workshops.

When teaching futures studies (and/or engaging in transformative action research) in previously mentioned diverse places and settings, the crucial importance of a more explicit engagement with a narrative—an overarching story, a guiding myth[4] or expressed as a metaphor—has increasingly become apparent to us. Our initial work in the area, more implicit and intuitive, has since been crystallised in explicit and structured ways. This article thus defines and describes our pedagogical focus in futures studies, summarises the evolution of narrative foresight approaches in our work, overviews some theoretical influences that facilitated narrative foresight approaches we use and, lastly, depicts case studies, examples of action research and learning that assisted in developing it.

In terms of context, narrative foresight straddles the boundary between the empirical, interpretive, critical, and action learning modes of futures studies. It uses the forecasts of the empirical but recasts them as possible stories. That is, unlike the empirical approach of futures studies, which sees narratives (qua data) as accurate and a precise description of an objective reality, narrative foresight, in the tradition of interpretive, critical and poststructural futures studies, sees reality as constantly negotiated by stakeholders. It focuses on metaphors and myths within the interpretive. Like the critical, it challenges assumptions and interests but does so to transform or enrich the worldview of the questioner, not just to disrupt the categories of that which is being questioned. Action emerges from this deep questioning of data, meaning, worldview and metaphor. Narrative foresight as well inquires as to the implications of deep narratives and the relationship of the narratives held by self and other.

However, narrative foresight does differ from these core approaches of futures studies as it is neither the control of empirical science, the intimacy of the interpretive, nor the distancing of poststructuralism that informs. Narrative foresight focuses not on the veracity of the future—is a future true or false—but on discovering and creating new stories that better meet needs and desires. The purpose of narrative foresight is thus to facilitate desired (preferred/wished for) futures.

2. Narrative: importance, meaning and change

It has been recognised for quite some time that narrative is one of the primary modes of knowing for humans. The destiny of the world, wrote Harold Goddard (1951, p. 208), "is determined less by the battles that are lost and won than by the stories it loves and believes in". Battles are fought and later forgotten, unless immortalised within a story (ibid.). Stories, on the other hand, are told and remembered even as they grow old (ibid.). From our very birth, writes narrative therapist Michael White (2004, p. 38), we are all "active, impassioned meaning makers in search of plausible stories". As soon as we are born, we "emerge into a plot thick with anticipation of our arrival" (Osatuke et al., 2004, p. 194). The narratives that we encounter "represent a rich mixture of historical, societal, cultural, and family influences" and much of our socialising consists of hearing other people's own personal experiences and understanding of the world via sharing of stories (ibid.).

Narrative and time are intrinsically linked. "A static description cannot be a narrative" (Talib, 2011), it is movement through time which is essential to it. As Paul Ricoeur (1984, p. 3) has explained, time becomes human time to the extent that it is organised by a manner of narrative; likewise, narrative is only intelligible and meaningful to the extent that it portrays

[2] The six pillars of futures studies: 1. Mapping the past, present and future (methods: shared history, environmental scanning, futures triangle, futures landscape), 2. Anticipating the future (methods: emerging issues analysis, futures wheel), 3. Timing the Future (methods: macrohistory and the Sarkar game), 4. Deepening the future (methods: causal layered analysis and metaphors), 5. Creating alternatives to the present (methods: scenarios, nuts and bolts), 6. Transforming the present and creating the future (methods: visioning, backcasting, and, anticipatory action learning). Inayatullah, 2007.

[3] Four Types of Futures Studies: Empirical, Interpretive, Critical and Anticipatory Action Learning. Inayatullah, 2007, p. 198–199.

[4] A collective story that gives meaning, not a 'mistaken tale' to be corrected via rationalism or empiricism.

the features of temporal existence. In other words, David Carr writes (1991, p. 4–5), narrative is our primary way of organising our experience of time, and it is through the narrative and from the perspective of the end that the beginning and the middle make sense (ibid., p.7).

Narrative imposes on the events of the past, present and the future a particular structure that they in themselves do not have. In such way narrative always mediates our understanding across the three time dimensions, making choices, action and strategy possible. Time, therefore, "assumes a main role in the narrative not only as an episode structuring and organizing element, but also as a dynamic mechanism for constructing meaning through the integration into the narrative of the past, of the present and of the anticipation of the future" (Meira & Ferreira, 2008). Personal agency and intention, living in and through time, as well as the experience of belonging within a society and culture are all reflected in a meaningful narrative (White, 2004, p. 38). For a narrative itself to be functional and become a meaningful story, it should have a beginning, middle, and end (Osatuke et al., 2004, p. 195). Further to this, narratives require an active, agentic protagonist inspired with intentionality, as well as a moral and evaluative standpoint (ibid.). It is through a process of constructing and reconstruction stories, that their power to shape our (individual and social) reality becomes manifest.

This is why since times immemorial each human group and society has had its most important narratives, or dominant discourses, that have made movement of its members through space and time intelligible. The narratives we are born into therefore not only help shape our identities, they also provide meaningful frameworks for seeing, indeed, constituting reality. In doing so they also simultaneously shape boundaries for what is perceived plausible and desirable. Therefore, argues cognitive linguist George Lakoff (2004, p. xv), once those frameworks of meaning are changed, everything changes. Reframing of cognitive frames, or "mental structures that shape the way we see the world" (ibid.) is consequently not merely a process that facilitates social change. Rather, "reframing *is* social change" (ibid.).

Amongst social change agents, one of the foremost strategies has indeed been the reinterpretation of current stories of past, present and future. Social movements are thus "dominated by stories and story-telling, and narrative goes to the heart of the very cultural and ideational processes . . . including frames, rhetoric, interpretation, public discourse, movement culture, and collective identity" (Davis, 2002, p. 4). These narratives often point out at "the key features of identity-building and meaning-making . . . [which lie at the core of all] social activism" (Davis, 2002, p. 4). Identified as "constructive story telling" such narratives are "inclusive, foster[] shared power and mutual recognition, create[] opportunities for openness, dialogue, and insight, [and] bring[] issues to consciousness" (Senehi, 2010, pp. 111–112). Most importantly they can be "a means of resistance" (Senehi, 2010, p. 112) to the detrimental –destructive and/or outdated - frames of meaning.

Narrative is then not only a "social product (story)" but also a "social process or performance in action" (Paschen & Ison, 2014, p. 1084). It refers to both storied ways of knowing as well as structures of knowledge that are broader (Cortazzi quoted in Paschen & Ison, 2014, p. 1084). It is simultaneously a "text, shared discourse and emergent cognitive and communicative process" (Paschen & Ison, 2014, p. 1084). Most importantly, the ways in which individuals, groups and societies "story" (ibid.) their "past experiences and actions ultimately determines how [they] understand[] and practice[] future adaptation[s]" (ibid.) and current actions. Whether it is entrepreneurs contextualizing innovation (e.g. Garud et al., 2014), communities constructing narratives on climate change related disasters and vulnerability (e.g. Varma, Kelkar, Bhardwaj, Singh, & Mishra, 2014) or governments constructing terrorism futures (Kenny, 2015) narrative is always also a strategic force which is socially structured. Beyond individual and organisational use of stories, social and civilizational worldviews always determine the limits of what is to be imagined. For example, deep-seated western civilizational narratives such as that "human ingenuity can always unlock new sources of energy" (Lowe, 2015) blinds us to the possibility of seeing "inconvenient truths". Narratives, such as, for example (ibid.): "progress is inevitable", "the economy above all else", "(certain) jobs mustn't be lost" and "growth is the most desirable", create an overarching limits to change. Specifically they frame consumption as almost a citizen "duty" (ibid.), something citizens "owe" to their societies – to make sure they "prosper".

It is therefore important for futurists, Jarratt and Mahaffie (2009, p. 10) argue following Lakoff (2008), that "to be as effective as possible, futurists will benefit from learning how to use stories and to frame and reframe experiences and ideas so that they can be heard, seen, and understood emotionally". Understanding of how narrative is used to both maintain the status quo supported by dominant frameworks of meaning as well as to how various narratives are utilised to create individual/social transformations is therefore at a core of any narrative futures work.

3. Narrative: power and transformation in the external world

"We are working to discount stories. Stories are dangerous!" said a conference participant (at a European Commission 2014 International Conference on Future-Oriented Technology Analysis) exasperated by the suggestion to more explicitly engage with narratives in futures work. His point was that reliable futures work requires accurate and well-founded data as well as the logical and impartial interpretation of empirical findings. Stories are thus not only irrelevant in this process; they actually stand in a way. And so he told a story of why empirical approach within futures studies trumps over other approaches – i.e. interpretative, critical, anticipatory action learning and narrative ones.

Narrative foresight, on the other hand, does not aim to discount the significance of reliable data and quantitative analysis. Rather, it focuses on linking the empirical findings with the socio-cultural context within which they are "discovered" and presented. Rather than arguing that a particular narrative (qua data) is an accurate and a precise description of an objective reality—void of stories and particular worldviews—it seeks to link "the litany" of numerical with the underlying frameworks of meaning. It is thus acutely sensitive to the practice of framing: how reality is framed and reframed through power and

language at individual and collective levels (Foucault, 1971; Scheufele & Iyengar, 2012; Shapiro, 1992). It is this reframing - particular nominations of the real constructed as natural - that explain how subjective and inter-subjective come to be considered objective.

> Narrative thus plays a crucial role not just for the social sciences and futures studies but the natural sciences as well: Taken as a symbolic form, narrative is a universal means by which individuals come to represent and organize their knowledge of the world, themselves, and others. The scope of this universalism transcends the boundaries of mythic and everyday consciousness as they are organized in everyday life, for narrative provides even the most exact sciences, however much they might begrudge the intrusion, a formalism of sorts with which to track knowledge and its development within their specialized traditions. In the end, scientific theories are ways of reading/writing the world, where beginnings (causes), middles (processes, laws), and ends (outcomes/effects) are related in attempts at understanding organic and inorganic process. Russell, Bryant, Castilino, Jones, Wandrei, & Piette et al., 2004, p. 212).

Indeed, a particular scientific narrative may at times be the narrative that needs to be questioned, especially if potentially destructive or outdated. It is the key task of futurists, write Peter Bishop and Andy Hines (2012, p. 210), to evaluate the quality of the assumptions required to support claims about the future made by others, usually in the form of forecasts. However, once different assumptions are chosen, Bishop and Hines continue, different futures appear almost automatically (ibid.). This process is therefore critical for the development of novel and important plausible, alternative futures, as even scientific narratives need to be understood within a particular storytelling context to be of use. For example, no amount of scientific data is going to sway a climate change denier towards the implementation of environment protective policies. In his recent text, Ian Lowe (2015) argues that both the public and the politicians who hold outdated myths and metaphors (such as "growth is good", "Earth yields to the dominion of man") are unlikely to change environmentally damaging decision-making practices and behaviours if simply given more information. Forty years since *The Limits to Growth* report "most decision-makers still behave as if limitless growth is possible" (ibid., p. 109). A new story, a new metaphor is thus required so to accommodate new data and, consequently, new strategies for different futures. Indeed, it may be wise to move the debate from growth/no growth to "are we cooking" the planet to "are we caring" for the planet, or to some other potent new stories. Whilst many groups and individuals have worked to provide alternative narratives better able to address climate change and environmental issues, a new meta-narrative, replacing outdated "Growth is God" narrative is yet to emerge.

Which raises the question of what makes some narratives more and some less powerful? Why do some narratives inspire change and others remain marginal?

To start with, most people believe that they are perfectly rational agents whose views are based on impermeable logic, "common sense" approaches or methodologically rigorous study. They – we – do not believe that our thoughts are anything else but an accurate reflection of an objective reality. We also commonly do not experience or believe that we have a particular (and limited) worldview, which is based on own historical, spatial and social setting. This sets up the framework in which pasts, presents and futures are "colonised" by dominant frameworks of meaning. Such dominant frameworks of meaning continue to be communicated via mass media and, outside rather small academic or activists' circles, they continue to make "the most sense" to the general public. Narratives are thus framed and heard depending on the worldview that legitimises them. This is crucially connected with power relationships, as they are manifested at micro, meso and macro levels. Various instances of massive physical violence, for example, from the 2001 attacks in New York, 2011 attacks in Oslo and Utøya and 2015 attack in Garissa, are rarely framed in connection to the gender of assailants (i.e. in these mentioned instances, the proverbial "elephant in the room" is the data showing assailants are 100% of male gender). This is because it is not a feminist worldview that legitimates common/dominant understandings of presents or possibilities for our futures. Rather, maleness is invisible because it remains "the norm"—the signifier for humans in general. Bringing gendered perspective into the picture is still largely premised on the gender of the researcher (mostly females) as societies are still informed by and large by the patriarchal framework of meaning. They rarely give this alternative narrative any credence. That is, the possibility for the subaltern to speak (Spivak, 1988) is extremely limited and so is the hearing of narratives spoken by the marginalised groups and worldviews.

At the same time, it is only by various narrative transformations that it is possible to develop alternative futures which inspire the implementation of different strategies in the present. Indeed there is a rich tradition within contemporary futures studies which focuses on such transformations. The very notion of *alternative futures,* the core of most contemporary futures work, can then be seen as fundamentally transformative. Unlike planning, which "seeks to control and close the future" (Inayatullah, 2007, p. 1), or strategic analysis which is about choosing one "rational and goal oriented" (ibid., p. 3-4) policy amongst many; futures studies seeks to move participants from "likely" future to alternative futures. In such ways not only does the field of futures studies assist in "opening up the future" (ibid., p. 1), futurists themselves become agents of social change. So while strategic analysis tends to search for ways to reduce risk and optimize benefits within the current paradigm, futures studies seeks to explore risk in alternative paradigms. Narrative foresight seeks to further map and explicitly address metaphors surrounding understandings of risk, and then transform – deconstruct and reconstruct – them, if and when appropriate.

Such narrative transformations are intimately linked to identifying and challenging underlying assumptions. If alternative futures of gender relationships are to be proposed, the underlying dominant – patriarchal – frameworks of meaning also need to be challenged. If it is not, we will gain alternatives that look different at surface level but are remarkable similar at deeper levels, in their essence. Likewise, if a new ecologically responsible and socially just global society is to

emerge, industrial and materialistic narratives have to be replaced by a new story about what is meant by "progress". These include, for example, underlying "stories" which are implicitly narrated and explicitly measured by the Global Peace Index, the Social Progress Index, the Global Gender Gap Report, the Mothers' Index, and various Happiness and subjective Well-Being indices.

Thus, analysis of power is foundational to understanding which narratives succeed and which fail. Challenging power is not just about providing more data to individuals so they make better or more optimum or wiser decisions but about understanding the worldview – the cognitive framework – context of the person or organization/institution. To create change, first normalized categories must be challenged. Second, alternative futures and new worldviews are created, and then, third, data and a new metaphor – a story – can be presented which supports the change and aids in creating the alternative future.

To challenge powerful narratives from the past we thus need to question their underlying assumptions. For example, while exploring the futures of the university at a number of workshops, a common conventional paradigm is that of the university within physical space, as contoured by physical buildings such as the administration, the hall of natural sciences, the hall of philosophy, and more recently social sciences. Challenging the assumption of a particular physical space needed for higher education has led to the redefining of the university as an "app" – the physical notion declining and the movement of information being enhanced. A third assumption is who teaches, generally that of the professor to 10–100 students. Challenging that assumption are, for example, virtual learning video experiments by the Khan Academy, where there is one teacher sending out "how to learn" videos to millions. A final assumption is related to the type of energy use of the university – i.e. based on current non-renewable sources. This questioning leads to the alternative future of a green university, where while curriculum is crucial, becoming carbon neutral is even more so. The green campus redesigns space so that the well-being of nature and students (through gardens, wellness centres) are put first. Another strategy towards creating a greener university is the fossil fuel divestment movement, for example, by universities such as Stanford, Glasgow and Australia National University. Finally, conventional assumptions around the ranking of universities are based on research publications and their quantified quality. An alternative rendering is reordering world hierarchy by grading universities based on their research impacts to "the bottom billion", as some universities we have worked with (i.e. University Sains Malaysia; BRAC University, Bangladesh) wish to. Thus, by challenging underlying assumptions behind core narratives enables the possibility of significantly different and disruptive alternative futures to be created. The links between assumptions, old and new metaphors and alternative futures are summarised in Table 1.

4. Transforming dysfunctional narratives: disowned and used futures

In addition to issue of seeing reality as given instead of created, i.e. as an unquestioned reality, another issue in understanding which narratives gain traction is attachment of individuals and groups to stories that are no longer beneficial.

The concept of *disowned futures* (see Inayatullah, 2007; Stone & Stone, 1989) implies that "our excellence is our fatal flaw" (Inayatullah, 2008, p.5):

> What we excel at becomes our downfall. And we do not see this because we are busy focusing on our strategic plans. It is the self disowned, the future pushed away, that comes back to haunt us. The busy executive, focused on achievements, only in later life remembers his children. It is later in life that he begins to think about work-life balance, about his inner life. The organization focused on a strategic goal denies the exact resources it may need to truly succeed. In the story of the tortoise and the hare; we often focus on the hare – wanting to be the quickest and the smartest – but it is the tortoise, our reflective self that may have the answer to the future. Plans go astray not because of a lack of effective strategy but because the act of creating a particular direction ignores other personal and organizational selves. The challenge is to integrate our disowned selves: for the school principal to remember what it was like to be a child, to use her child self to create curriculum; for the army general to discover the part of him that can negotiate, that can learn from others. This means moving futures closer: from a goal oriented neo-Darwinian approach to a softer and more paradoxical Taoist approach.

The term the *used future* enables us to identify outdated stories; stories about futures most commonly created by others in the past. Used futures are based on assumptions that are no longer current, meaning these old assumptions about the nature of reality have been significantly challenged by economic, ecological, technological, demographic and cultural changes, to

Table 1
Rethinking growth and the university

Issue	Assumption	Old metaphor	New metaphor	Alternative future
Climate change	Growth is good	Limitless growth	Limits to growth	Ecological healing (Lowe, 2015)
University futures	Universities need physical spaces	The quad	An app	Digital/on-line learning, widely distributed content free for all
University rankings	Hierarchical arrangements	The "top dogs" outcompeting others	Research for the "bottom billion"	Knowledge for the most vulnerable/ Pro-poor foresight

name but a few. Or in other words the concept of used future refers to people being "busy designing for a future, based on the assumption that our world would essentially stay the same" (Matheson, 2008, p. 262). Therefore, strategies based on the used future overtime become increasingly unproductive, hurtful to the individual and barriers to change for organizations. This is well known in the field of psychology, when it is commonly a task of a psychologist to assist people in changing no longer functioning narrative schemas.

But despite story always being "a critical element in mapping the human journey" (Spencer & Salvatico, 2015, p. 78) it was only in recent years that the creation of robust and novel stories has been identified as "a centrepiece within organizations, governments and social structures for building unique strategic designs, crafting dynamic and long-lasting visions, and intentionally constructing pathways for meaningful change" (ibid., p. 79). In organisational settings, write futurists Frank W. Spencer IV and Yvette Montero Salvatico (2015, p. 80):

> Stories are the personification of an organization. When processes and rules are the driving force, the organization takes on the metaphor of a machine, lifeless and inanimate. Humans are organic—we are living, breathing and often messy. We embody stories of triumph and success, shame and defeat, love and loss. When stories are front-and-center, the organization becomes a living entity made up of people rather than a machine filled with cogs and gears. We empathize with that which is alive, transferring experiences so that we can feel what others feel. In this way, stories help us to synchronize our activity, the closest thing to developing a "hive mind" within organizations.

Due to the centrality of story, the process of transforming narratives has already become "a popular format for addressing large change management, culture assessment, and organizational transformation efforts" (ibid., p. 84), including, as previously mentioned, a format for challenging used futures. Examples of used futures in organizational and institutional settings that we have come across are numerous. For policing, traditionally "maleness" and "physical strengths" were requirements for acceptance, and certainly for promotion in the police force. However, with new arenas of crime, cyber, to mention one, but as well tracking terrorists, physical strength has given way to pattern recognition. Yet policing still too often operates from the used future of hyper masculinity. For example, at a recent international policing conference, one senior federal police leader said: "I miss the days when you had to be *a six foot tall male*[5] to get into the force." Another example is related to the traditional policing security strategy based on, "driving around" to give citizens a sense that they are protected. This appears less and less useful given the big data revolution and the spread of security cameras, as police are better able to predict likely areas and times of criminal behaviour, or at the very least, identify perpetrators from CCTVs' recordings. Policing by driving around is certainly a used future: carbon intensive and a general waste of resources, and yet it continues. Likewise, in universities and schools, the factory model and requirement of surveillance ("clock-in and clock-out") is considered a used future by most professors and teachers, since learning is now more personalized, 24/7, and being "on campus" is not correlated with productivity. And yet, the narrative of the factory overwhelms the practicality of working from home and other sites. As one senior university administrator commented when asked during a workshop as to why academics should not be allowed more flexible working hours, "I don't trust them". And, "I have to be here, why shouldn't they?!" The narratives of "employees are not to be trusted" and "I suffer, so should they" override any official proclamations related to the flexibility of time and space work arrangements.

What often stops new futures from being created is that assumptions are not sufficiently challenged, or, when done so, the deeper narrative basis for the assumptions are not transformed with a new "ending" – old wine, but just in new bottles. To be potent, to become a new "meme" a new narrative has to have some power – champions (from the top, middle or bottom) and emotive energy behind it.

Along with the discovery of new metaphors, there are other factors that assist in strengthening the narrative and ensuring it is relevant to the future. For example, In *Moćne Priče*[6], traditional narratives as to how girls and women in Serbian and European literature are meant to behave are challenged through the retelling of stories. Storytelling remains the medium; endings are transformed so that instead of the girl being killed or walled, for example, she finds her freedom, or instead of the prince saving her, she finds her own salvation, or success is created through the mutuality of a community. In these stories, the beginnings may be the same, but as we move through conflicts, as we move through time, the endings change. The future is transformed through the exploration of alternative possibilities and a new conclusion and through the exploration of alternative possibilities. The next steps include students writing their own stories and taking concrete actions in the present with the goal of moving towards their own desired endings (Milojević & Izgarjan, 2014). This project (ibid.) is an example of narrative foresight in action. It consists of: (1) the deconstruction of outdated narratives, including the used futures of gender relationships; (2) the writing of new endings - of as many novel alternatives as possible; (3) dialogue about many possibilities and personal and group decision as to which alternative is desired and preferred; and lastly (4) actions in the present that are oriented toward the creation of preferred futures.

Narratives are clearly contested, with different renderings of reality leading to different strategies. For example, part of the challenge of "fixing" the global economy from the impact of the global financial crisis has been the differing renderings of the nature of the crisis (Inayatullah, 2010). For many international policymakers, the crisis showed that many individuals and nations were "living beyond their means" and austerity was the best way forward. For others, the issue was and remains that

[5] Emphasis ours.
[6] http://www.mocneprice.com/about-storiesproject.html.

"banks are too big to fail," and thus more effective national banking regulation is needed. For still others, the real issue was "overly porous financial borders," and thus global surveillance and regulation of capital flows is required to safeguard the world economy. For still others, the issue is the "rise of East Asia –the savers" and thus a foundational challenge to the American dream and the West. For others, the issue is about "Gaia"- a shift from coal to solar, from brown to green, and thus a call for global investment in renewable energies. And finally, for many, the global financial crisis was caused by the lack of "fairness" of the capitalist system, and is early warning indicator of the transition from capitalism to a more equitable system. Some of these stories are narrow requiring technical fixes. Others are deeper requiring major adaption. And still others require a major transformation in the nature of the system itself. What is clear is that the story one uses and where on sits in that story defines the strategy one takes.

A recent study empirical study of security best illustrates how narrative frames strategy. Participants were given similar data on criminal behaviour in their neighbourhood with only the metaphor changing. When crime was defined as a beast, a statistical significant percent of participants preferred funding to go toward policing and jailing. However, when criminal activity was described using the metaphor of a virus, participants favoured funding for education and anti-poverty programs (Thibodeau, McClelland & Boroditsky, 2009). To thus paraphrase a famous quote attributed to the Roman poet Virgil[7]: we make our own destinies and our own futures by our choice of narratives. And when the world turns, it is narrative that helps us make sense of this changing shift.

5. Narratives and metaphors—the use of CLA

Along with questioning the future – disowned and used – and challenging underlying assumptions, one practical way to create new narratives is through Causal Layered Analysis (CLA). Indeed, for us, narrative foresight has developed from the application of CLA and the poststructural turn. To remind, CLA (Inayatullah, 2007 p. 55) is based on the "assumption that the way in which one frames a problem changes the policy solution and the actors responsible for creating transformation". CLA consists of four levels: litany (quantitative problems, trends, often exaggerated); social cause (interpretation given to quantitative data, i.e. STEEPLE[8] analysis); discourse/worldview (core perspectives on time, space, power) and metaphor/myth (deep stories, collective archetypes, images).

While CLA does not privilege any of these levels (ibid., p. 56), narrative foresight clearly does focus on the deepest level. This is because in our communication with workshop participants, it has become increasingly clear to us that it is these deep stories that not only provide frameworks on what is possible but also often set limits for change. Deep stories, collective archetypes, and the (often) unconscious metaphor about the future, always mediate information presented. This is especially apparent in workshops with diverse groups of participants, or in globally more marginalised spaces. The richness of narratives and metaphors provided there, challenges the official frameworks of meaning (most commonly proposed by centres of power) and further helps explain why agreed upon strategies "do not work" (or do not work as well as they do in other places). Problematic or non-functioning metaphors are almost always based on either "used futures" or "disowned futures" (what has been pushed away, made invisible, the proverbial "elephant in the room"). The disconnection between an official vision or strategy and a particular story-metaphor that does not support it thus needs to be uncovered, if implemented strategies are to actually work. In place of an old, used or disowned narrative a new or integrated metaphor is then articulated. The final goal of this process is to help participants discover a supportive story and a supportive metaphor, better in line with their values and visions of preferred futures.

Just as CLA was developed (Inayatullah, 2004) to better negotiate diverse worldviews which lie beneath surface phenomena – thus expanding the range and richness of scenarios – narrative foresight aims to make these deeper layers of reality even more explicit and usable. Metaphors, for example, are the vehicles of myths. Myths are not platonic ideals but created through concrete historical events, from which meanings are passed down through generations. They are epistemically contextual; indeed, changes in deep stories are often one indicator of an epistemic shift (Thompson, 1971). Myths and metaphors are not best judged as true or false, but as mentioned earlier, as helpful and enabling, serving, or as misaligned, mismatched, and double-bind creating. In the CLA process, narrative in a technical sense is focused at the fourth level. However, in a deeper sense, insofar as the negotiation of reality is narrative based, one can argue that all levels to some extent are narrative based. The first two levels are more external and data oriented, while at the worldview and metaphor level, narrative is far more explicit and subjective, individual and cultural. Integration of narratives at all four levels is what gives narrative foresight more power and effectiveness.

Like narrative, metaphor itself is also recognised as "one of the deepest and most persisting phenomena of theory building and thinking" (Paprotté & Dirven, 1985). As such it is "deeply engrained in cognitive processes, social acts and verbal usage . . . metaphor in fact is a constitutive factor of all mental constructions and reconstructions of reality" (ibid., p. viii). Metaphor is most commonly defined as a "device for seeing something in terms of something else" (Burke, 1945, p. 503). It refers to the use of language to point out at "something other than what it was originally applied to, or what it "literally" means, in order to suggest some resemblance or make a connection between the two things" (Knowles & Moon, 2006). The

[7] The quote in question is: 'We make our destiny by our choice of gods'. Even though this quote appears in several academic texts we were unable to find its exact origin.

[8] Analysis of Social/demographic, Technological, Economic, Environmental, Political, Legal and Ethical Factors.

language used is less specific and more concerned with evoking visual images; metaphor touches the heart instead of reading the head (Inayatullah, 2007, p. 56). Not uncommonly metaphor can help reveal a paradox, as well as the unconscious, often emotive dimensions of the problem (ibid.). Given that it is symbolic and figurative rather than literal, metaphors facilitate the connection between images and conceptual thought. Our understanding of things is both mediated as well as conditioned by the metaphor (Knowles & Moon, 2006). Like storytelling in general, metaphor can help convey a meaning in a more interesting and creative ways. And like storytelling or telling of longer narratives engagement with metaphors is also a powerful method of participatory futures work. This is not only because of universal human receptiveness to stories and metaphors but also because such approach is typically "a more indirect and respectful rather than prescriptive and didactic method of teaching" (Senehi, 2010 p. 112) or of conveying previously prepared content. As such it "engages people, both teachers [facilitators] and students, at the deep level of their own experience rather than through abstract or disembodied ideas" (Matheson, 2008, p. 270–271). It invites us to "connect our seemingly isolated individual experiences with those of our fellow classmates, and with larger social and cultural histories and structures" (ibid.). The very act of narration always "implies an audience, that is to say, a dialogue with another person, and it is from this dialogical relationship that new meaning may emerge" (Meira & Ferreira, 2008). Methods focused on "the narrative metaphor" (ibid.) therefore integrate "the assumption that the construction of meaning in the context of the discursive relationship between the author and potential "addresses", real or imaginary, establishing itself by its nature, as a dialogical process"(ibid.). In that way, narrative approaches allow people to "experience themselves both as autonomous individual and as members of a cultural group, and in the process often create powerful experiences of unity and belonging" (Matheson, 2008, p. 271).

6. Narrative foresight pedagogy: the process

We often ground our futures workshops by framing the process as a learning journey, focusing on multiple loop learning. To remind, zero loop learning refers to no learning at all, for example to feelings of being overwhelmed if a "zone of proximal development" (Vigotsky, 1978) is too wide or if participants have (mentally) "better things to do". Zero learning also often occurs in an organizational setting when "fresh imperatives or problems arise, yet members fail to take corrective action" (Romme & van Witteloostuijn, 1999, p. 439). Sometimes, participants attend futures workshops not due to their own interest but due to interest of their seniors within the organisational hierarchy. Their lack of interest can then tell quite a bit about the organisation itself, as it can also be a symptom of their lack of agency and/or being in charge of routine and repetitive tasks. In that instance, zero loop learning is a real possibility and it is a task of a facilitator to move those "resisters" or "disintegrators" to at least the single loop learning phase. Single loop refers to incremental learning, or one or two "take-aways" from the workshop. In organisations, it refers to "simple adaptations and taking corrective actions" (ibid.). Double loop learning involves "reframing", that is, "learning to see things in totally new ways" (ibid.). And finally, triple loop learning "entails members developing new processes or methodologies for arriving at such re-framings" (ibid.). In management studies these four processes are also referred to as "Fragmentation" (zero loop), "Consolidating" (single loop), "Transforming" (double loop) and "Co-Inventing" (triple loop) (Snell & Chak, 1998).

Narrative learning, focused on finding and creating one's own story, metaphor or archetype, starts with the double loop learning. It then aims to move participants from consolidating to transforming (by "collectively reframing problems, developing new shared paradigms or mental maps, modifying governing norms, policies and objectives" (ibid.)) and, lastly, to co-inventing. Snell & Chak (1998, p. 340) define triple loop learning or co-inventing as "collective mindfulness". Examples of activities within this third loop of learning include the movement from "brainstorming to rigorous self-critique; from serious discussion to playful banter; and from paradigm-shift to paradigm invention" (ibid.).

The pedagogical process we employ is based on moving individuals and organizations from the de facto—unexamined, taken-for-granted, often "used" future to alternative futures and then to the preferred future. It is most commonly based on the "Six Pillars" conceptual framework, which is designed to help participants (1) map, (2) anticipate, (3) time, (4) deepen, (5) create alternatives to, and (6) transform the futures that they envision. The pillars include futures methods and tools such as the futures triangle, emerging issues analysis, the futures wheel, macrohistory and the Sarkar Game, CLA, scenario planning, visioning and backcasting. Prior to using these tools to create deeper alternative futures, we begin the process by questioning the current future. This entails a series of seven questions. The questions are employed to help participants research their core question (my life story, my organization or nation in 2030, governance 2025, etc). The questions which we use to guide groups to new transformative narratives are:

(1) What is the history of the issue?
(2) What is your forecast if current trends continue?
(3) What are the critical assumptions you used in your forecast?
(4) What are some alternative futures based on different assumptions?
(5) Out of these alternative futures what is your preferred one?
(6) Which strategies can be used in order to realize your preferred future? and,
(7) What is a new narrative or metaphor that would support your preferred future?

This last question is critically important within the narrative foresight framework. Participants are asked that question because when there is no underlying narrative that can support the desired future, then it is unlikely that the desired future can be realized, since neither story nor existing cognitive frame will permit it.

After this process of questioning, the participants engage in the six pillars process. The narrative foresight work, of course, has already begun through question seven where participants articulate new metaphors to match their preferred visions. The narrative dimension is further reinforced and articulated in the fourth pillar (Deepening). Using CLA, in particular, participants deconstruct an issue through the four layers of CLA—the litany, system, worldview and metaphor – and then they reconstruct the alternative futures, either based on the viewpoint of a different stakeholder or from the perspective of their preferred future.

7. The inner narrative

Narrative foresight can be applied to external reality and to inner worlds, indeed, both interpenetrate and constitute each other. We have already more specifically discussed "external worlds" and "outer narratives" in sections 2, 3 and 4 of this article. At the individual level, individuals can use the CLA process to create their own personal new narrative. The litany becomes the words we say about ourselves over and over. The system is the behaviour rules we use to organize identity and expression. The worldview is how we map our mind, do we believe it is neural pathways, or the Freudian id, ego and superego, or the Maslow layers of actualization or the Hal and Sidra Stone (1989) approach focused on the multiplicity of selves? At the metaphorical level is "the story of our life". Through a questioning process, we can thus use CLA to create a new life story with a new life strategy, if the previous one is no longer seen as functioning or beneficial.

The challenge, as with all foresight work, is to move from fragmentation to the preferred future, the integrated way forward. By identifying the issues (the internal research question) and the double binds that restrict their solutions, individuals create alternative maps of their consciousness and then move toward a new metaphor, a new life narrative, and consequently an alternative future.

As presented elsewhere (Inayatullah and Milojević, 2015, p. 26) the questions we use to lead individuals to new transformative narratives are:

1. What are the things I say over and over about the way the external world is? What are the things I say over and over about how I feel about the world?
2. What is disowned in this process, what do I push away, which selves are seen as less important? What external behaviours in others irritate and upset up? Can this provide insight into the disowned selves?
3. What are the origins of the issue? Are there any trigger events that have created this overarching inner worldview about the ways things are or should be?
4. Is there a core metaphor that describes this situation?
5. What might be a new story, a new metaphor that can reduce or transform the double-bind?
6. How can this new metaphor be supported by behaviour and practice?
7. What new indicators or measurements lead on from this new behaviour?

These questions thus begin from the litany to the system to the worldview and then to the current metaphor. The new metaphor then is solidified by a new system and a new litany. It finds support going forward.

Take, for example, an individual who was pressed for time—stressed by decisions that needed to be made. The metaphorical transformation was from "running out of time" to "making time". The worldview switch was from a linear-leaking view of the future to an ecological view, with far more pluralism. Systemic changes included rethinking of how the day was organised including spending more time on reflection and meditation. Litany changes included not just how much got done – the mind as a check-list—but how present an individual is while doing. This is summarised in Table 2 (Inayatullah and Milojević, 2015, p.14).

As presented elsewhere (Inayatullah and Milojević, 2015, pp. 14–15), in another example, a CEO found herself to be losing efficacy. This was largely because the external world had become more complex. The story of her life that had previously worked was the tennis match. This was played on one surface. However, she was finding that now she was becoming confused as the business world appeared to be like playing on different surfaces and she was never sure which surface she would play on next. Her first new systemic shift was to develop new skill sets to play on grass, clay and hard courts: new languages, scenario planning and emotional intelligence. But the deeper shift was recovering her inner child – playing for the

Table 2
CLA on time management

	Current	Emergent
Litany	The checklist of activities	Being present while doing
Systemic	Daily chores	Meditation and reflection
Worldview	Linear	Pluralistic-ecological
Myth/metaphor	Running out of time	Making time

fun of it – and at the same time envisioning that in the long run, metaphorically, she wished to become a coach. Playing for fun required a recovery of her child self, which she had repressed as she became serious about the competitive nature of business and life. The first phase was enhancing her ability to deal with new types of competition. Phase two was moving outside of competition to "the flow", to fun.

In another case a woman used CLA to rethink marriage. While pondering if she should marry, she realized that her two core stories were in conflict (as she wanted them both, she was in a double bind) – that of freedom and autonomy (a bird in flight) with security and safety (bird in a cage). Her solution was to get married but reconstruct her story as "bird on the ledge" i.e. she would find ways to while being married keep her autonomy. At the litany and systemic level, this could mean keeping her maiden name to negotiations about accounts and other matters. The process relieved her from the "one future" binary worldview she had inherited from her parents.

In yet another case, a senior public servant in the Australia government – head of innovation – was driven by the metaphor of "looking through the rabbit hole," from *Alice in Wonderland*. For him this meant the systemic search for new models of innovation. His measures of success included the annual number of innovation strategies or projects he had initiated in government. After the questioning process, he integrated the external and internal by metaphorically becoming the rabbit. Innovation was not exclusively an external function; rather, he had to become the innovation.

Such insights at the individual level, participants frequently report, help them to restore their own individual agency and move away from cynicism and helplessness, toward renewal.

8. Working directly with metaphors

Narratives of the future can be used as a form of colonialisation through structuring fields of discourse in a process of "chronological imperialism" (Galtung, 2006). However, narratives of the future can also be used to disrupt these attempts to colonise through surfacing problematic assumptions in order to explore alternative scenarios and then move toward preferred futures.

In addition to applying full-length CLA processes we have also worked with metaphors and narratives directly in order to both "decolonise" the future as well as open up futures alternatives on a number of issues. The importance of metaphor is such that "every ten to twenty-five words spoken one metaphor is used, which is around six metaphors a minute" (Larif, 2015, p. 91). Because of the "brevity, simplicity and emotional impact" (ibid.) of metaphors, they are perhaps more consciously used by writers, advertisers and politicians and perhaps more routinely, in everyday life. In any case, they are "not just figures of speech, [but] ways of interpreting and conceptualising our world" (ibid.).

Insight into metaphors, as part of narrative learning, is also an insight into the internal and external stories of persons and organisations as well as insight into societies. Such insights help with the removal of poorly functioning schemas, which often colonise futures with detrimental visions and images. For example, a recent article by Noni Kenny (2015) shows how governing metaphors such as "us versus them", "the West versus the rest" and "society must be defended" continue to govern terrorism knowledge systems. Not only that, but there is an unquestioned reliance by theorists and decision-makers on "worst case scenarios", including "the accepted wisdom" that terrorism is "an ever-present and expanding threat"; a view which, in turn, sets the direction of counter-terrorism policy. Decolonising the future from such dead-ends and self-fulfilling narratives via the metaphor of a "maze" (Kenny, 2015) for example, disrupts problematic assumptions and opens up spaces for the exploration of alternative scenarios.

Larif (2015, p. 92) as well points out that the ubiquitousness of war metaphors in business, sport and politics naturalises (and perpetuates) "the militaristic, aggressive and competitive behaviour, values and structures commonly enacted within those domains." In Australia, Larif further reveals, positioning asylum seeker issue in terms of the metaphors of the body (refugees as potential carriers of physical and ideological "diseases"), or in terms of national disaster, crime and security metaphors, not only forecloses the futures in terms of available strategies but can have a life and death implications to real people, the refugees in question. But there are many other possible metaphors, continues Larif (ibid., p. 103) including "the provision of asylum as 'protection of the persecuted'", those of "a guardian angel, a crime-fighter/superhero, a warrior, a carer . . . a justice figure . . . [or even of a] fruit tree or flower seedlings looking for a fertile place to grow". When such metaphors are utilised, as they commonly are within human rights and refugee advocates' organisation, very different strategies and solutions emerge. For example, a group called "Welcome to Australia", in their daily postings via social media, evokes a different metaphorical reading and conceptualising (and consequently solutions proposing) of asylum seeker issue. These alternative metaphorical readings include: "different journeys, same destination", "because our future is shared", "you are welcome here" and "common people, common dreams".

Work with metaphors has also been directly utilised in a project by Milojević & Izgarjan (2014, p. 51) wherein storytelling was implemented with the goal of "promoting educational strategies which challenge the continuation of the dominator society's status quo and facilitate the emergence of alternative, progressive and socially inclusive futures". Via storytelling, and through citizenship and literature classes, several hundred children participated in a process of reinventing alternative narratives and metaphors, conducive towards nonviolent conflict resolution, gender equity and cultural diversity. This then enabled both them and their teachers to devise a whole range of strategies in order to deal with some long-standing and detrimental issues in a novel and even a fun way (ibid.).

So, whether at the level of a society, or individuals (young and old) or organisations, if people wish to create new stories (or visions) of the future, they first need to understand their existing stories and the metaphors about themselves and the

future, as well as people and organisations they seek to engage. Narrative Foresight aims to assist in that process; the ultimate goal being the shrinking of the gap between desired futures and present realities.

The final two examples are from a workshop participant who subsequently implemented insights from a narrative foresight process to a local setting. She reported that "the metaphors help[ed] the participants (and me) think deeper about the issues and discover more about their assumptions, especially, the process of unpacking, extending and perhaps modifying the metaphor":

Example A: One friend used the bowling alley as the core metaphor for her work. She felt that she was a bowling ball in a queue with her current manager in front of her. However, the manager never had a perfect score, always only hitting one or two pins. Still, he always came back and took the position in front of the queue. She was never able to get her turn. Previously, when she shared her dilemma with the manager, the conversation was about "career climbing" and "being a leader"—her waiting for her manager to leave (he is leaving soon) so that she could lead the team (as she was one of the potentials to be promoted to management). However, as she was going through the exercise, she realised that it was not about her being a leader and "climbing"; rather, it was about being part of a culture of excellence. Her exact words were "now that I think about the metaphor, I realise that I want to be the bowling ball that strikes a perfect score. However, the ideal scenario in my mind is that all the balls are constantly striking perfect scores, not just me."

Example B: Another friend said her relationship with her boss is like the earth (boss) and a star (her). She said that they were far apart and that while connected, they do not really support one another. When I probed her further about her being the star (because the friends who were there were surprised that she was the star as they had assumed the boss would be the star), she believed she was the star because she was burning bright with passion but her boss was not able to see it. She felt underutilized. She also elaborated on how she wished to be nearer to her boss (earth) but if that happened, it would be disastrous (star crashing on earth). When asked about her ideal metaphor, she used the wheel and axle (a mundane metaphor compared to earth and star), and from this she realised that while she would like to shine, it was not her priority. She was more concerned that they were working in tandem (one part affects the other).

In both cases, narrative foresight enabled openness towards more collaborative and supportive professional engagements, which previously were not possible because of the strength and the unconscious nature of the old stories the participants were living. As Larif (2015, p. 92) reminds (quoting J. Geary), "the less conscious we are of a metaphor as a metaphor, the more literal it becomes."

9. Conclusion: deconstruction and reconstruction

Narrative foresight – through questioning, the search for new stories, through the CLA process or directly working with metaphors – is both a theoretical framework and a practice. Like futures studies in general, narrative foresight seeks to investigate current modes of knowing the world, challenge detrimental and non-functioning schemas and open up alternatives. These alternatives use the future to change the present. And the story does not end – there is no static happy ending nor an "end of history" – as each new future needs to be deconstructed and reconstructed. Narrative foresight is an evolving pedagogy, a process that gives primacy to story and uses narratives to make specific strategies for change more viable. It is a tool that enables those who utilise it to become more proficient creators of their own narratives.

In one sense, narrative foresight furthers critical futures studies by linking personal and cultural, individual and archetypal, psychological and social, inner and outer. It looks at our deep stories – often unconscious and archetypical – about the future which give meaning to our actions in the present. It proposes processes and methodologies by which this dance between inner and outer, individual and collective, reality and possibility can become more elegant and more conscious. It brings story for transformation from the background to the foreground, making it more explicit. Whilst many narrative strategies within futures studies stay either implicit or "hanging in the air" – as can be the case with scenarios – the narrative foresight process ensures that the story is linked with the strategy and vice versa. It ensures that the "action plan" is iterative, based on "informed choices" that explicitly engage with narratives about alternative and preferred futures.

While these changes in narratives have so far been powerful for individuals as they underwent them, it would be beneficial to investigate if such changes lead to long-term changes in individual and collective (organisational, societal) behaviour. At this stage, we have relied on an immediate feedback given by participants to comment about the personal usefulness and organizational utility of narrative foresight approaches. The experiences they communicated to us, as well as our own personal engagement with various narratives, have strengthened our resolve to engage with the more focused, explicit and thick use of stories, myths and metaphors in order to deconstruct and reconstruct individual and collective futures. In other words, if we are to engage in a process aimed at the deeper understanding of alternative – possible, probable and preferred - futures then it is also crucial to engage with the worldviews, stories, myths and metaphors that underlie them.

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City futures in transformation: Emerging issues and case studies

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ABSTRACT

This article discusses: 1. The recent/increasing prominence of cities as agents of global change; 2. Emerging issues that are likely to influence the direction of city futures in novel ways; 3. The theory and practise of city futures projects; and 4. Case studies of cities engaged in foresight projects.

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1. Cities as agents of global change

In recent years, cities seem to have been taking greater initiative in global policy making. For example, in May 2005, the Mayor of Seattle, Greg Nickels, led a consortium of the mayors of 131 United States cities to fight global warming by reducing greenhouse emissions, in spite of the fact that the federal government had not signed the Kyoto Protocol [1]. By November 2009 this consortium had grown to include 900 mayors. Nickels notes that these 900 mayors represent 80 million Americans, and argues that the consortium illustrates the "increasingly prominent role that cities are playing in combating climate change" [2]. Another example comes from Australia, where, with similar initiative, the then Lord Mayor of Brisbane [3], Jim Soorley, at the onset of the Iraq war, raised the UN flag above city hall. Soorley argued that "the flag sends a strong message against a war which does not have UN approval" [3]. "This flag is a symbol of humanitarian concern, and it's a symbol that we will always search for peaceful resolution for conflict,"he said [3]. For the purposes of this article, these two events should not be seen as challenging federal sovereignty per se, but more as evocative of the agency of the city. Both are examples of cities acting on their own initiative (and in accordance with the wishes of their citizens), against the position of their federal governments.

As well as showing independence from the federal government, like Seattle and Brisbane, many cities (and local governments) are beginning to imagine alternative futures for themselves that go beyond the tradition of only providing for roads, rates and rubbish (and safety). In this vein, cities now have the ability to influence climate change in particular and the future in general; this may be directly through changes to building codes (creating energy efficiency), and infrastructure planning (moving to light rail, improving bicycle infrastructure, changing energy inputs for buses and cars the city uses) and less directly through, for example, education campaigns.

But this effort has not been without resistance. For example, Steve Nicholas, the former director of Seattle's Office of Sustainability and Environment, recalls that, when Seattle started its global–local effort to combat climate change, a typical comment was: "You're just a city, you have to fill potholes and keep cops on the street" [2]. With many cities bursting with growing populations and with citizens feeling overwhelmed, even exhausted, by the roller coaster of globalization and the associated systemic crises (financial, health), regaining agency has even greater importance.

Because of the challenges of climate change, globalization, and demographic shifts, not to mention safety and security concerns, many cities have begun to place greater planning emphasis on their long term futures. Often this is a shallow adventure of merely purchasing the used futures of other cities. For example, while many American and Australian cities are moving away or have moved away, at least conceptually if not in practice, from the 'big city' Los Angelization model (sprawl,

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size and money with associated problems of loss of place and health and increased crime) and toward creating urban villages, many Asian cities remain locked in the bigger is better race/contest/fight for the tallest building [4]. They seem to delude themselves with the view that size and imitation will differentiate in a global economy. For example, recently the former chairman of Petronas, Tengku Razaleigh, has argued that Malaysia's oil economy has been a curse as it has led to mal-development. He writes:

> the oil that was meant to spur our transition to a more humane, educated society has instead become a narcotic that provides economic quick fixes and hollow symbols such as the Petronas Towers [which was the world's tallest building from 1998 to 2004]... I would rather have good government than grand government buildings filled with a demoralized civil service. [5]

Indeed, research even suggests that there is a correlation between the building of the tallest skyscraper and the onset of an economic downturn; what has been dubbed 'the erection index' [6]. Skyscraper planning and building begins in the initial boom but instead of being spent on quality of life projects, money ends up in the speculation around the 'world's tallest building'. As Mark Thornton writes in his article "Skyscrapers and business cycle" [7], the "reoccurring pattern of entrepreneurial error that takes place in the boom phase is later revealed during the bust phase".

In contrast to these extravagances is the emergence of the healthy cities movement [8], which already accounts for 1200 cities in 30 European nations with the most recent declaration being the Zagreb declaration titled "Health and health equity in local policies" [9].

Healthy city futures are predicated on the physical, social and radically, as I argue, spiritual determinants of health. This means the inclusion of consideration of the quality of water, air, efficient transport systems, of healthy equity, social inclusion, walking areas, community making and partnership/empowerment (i.e. city design that enables individual and group health) and of issues of meaning, and the impacts of meditation and diet on individual and collective health. For example, recently the city of Ghent, in Belgium, as part of their response to climate change, has begun to 'stimulate' citizens to go vegetarian on Thursdays. Councillors have called "for meat-free meals to be served in schools and public buildings, and encouraging vegetarian eateries" [10]. City councillor Balthazar argues that there are "four reasons for eating more vegetarian: it is healthy, it is good for the planet (and climate), it is good for the animals, it is good for people in the south and (most of the times) it is very tasty". The Australian city of Sydney is also, as part of its Green New Year's resolution, suggesting citizens eat one less serve of meat each week, carry their own water bottle (instead of purchasing disposable ones) and put a 'no junk mail' sticker on the letterbox [11].

Initiatives such as these certainly go beyond ensuring that the city is safe, the garbage is picked up and that traffic flows smoothly. New challenges are forcing new policies in the sites of political participation where change can be made—the city. While one can agree or disagree with eating less meat (or issues around water bottles) the point is that city councils are engaging in such policymaking, which extends their role into highly abstract notions of the healthy city. As interesting in terms of differentiating a city and making novel policy is the city of Esperantina which has proclaimed May 9 a holiday called Orgasm Day. Mayor Filipe Santolia said that while the 38,000 people had been unofficially celebrating orgasm day for years, it was now an official municipal holiday [12].

1.1. Trends and emerging issues

Change is afoot. The classical definitions of the city (city beautiful, city efficient, city radical) are being challenged by a number of emerging issues. These issues include:

1. Smart growth: especially urban husbandry, vertical farming and the creation of new civic spaces.
2. Transportation planning: rethinking the role of the car in the city (car free cities and dual-mode transportation systems) and rethinking the role of transport (from a Car for All to Mobility for All).
3. Smart city: the wired city, moving to the intelligent city, even imagining the e-topian city. South Korea has nearly completed the beginning stages of the U-city at Songdo, a totally 24/7 digital city where all information—health, production, consumption, schooling—will one day be digitally tracked [13].
4. Green City: moving from recycling to green architecture to deep sustainability, as with Dongtan Eco-city in China [14]. This is informed by the cradle to cradle perspective developed through the work of Ken Yeang and William McDonough [15].
5. Community and the Healthy City: moving from creating community through appropriate design to a community bill of rights to new indicators of economic development that are community matched.
6. Glocal-ization: between the grand super cities (in size, postmodern) and global-local variations with cities trying to be both global and local at the same time, much like the nation-state. It is an issue fraught with tension and diversity.

2. The weight of history and the structure of the present

These trends and issues are only a small part of the story; the urbanization of the planet (by 2050, when the vast majority of people will be living in cities), deep inequity, loss of green space, hyper-urbanization (the rise of the mega city) and the car–road worldview continue. Indeed, David Harvey argues that the modern global city provides one with an "aura of

freedom provided you have the money" [16]; differentiation and choice are only for the few. Throughout the world, shopping malls and artisanal marketplaces proliferate leading to "pacification by cappuccino" [17]. Instead of major structural changes in the world economic system, cities are creating futures without challenging the deep inequities. Thus although individual cities may become healthier, the system as a whole remains demonstrably pathological.

Mike Davis, urban sociologist, argues in his landmark study, "The Planet of Slums", that "of the 500,000 people who migrate to Delhi each year, it is estimated that fully 400,000 end up in slums" [18]. In his review of Davis' work, Harding writes that the "slumization of the world" deserves more global attention, given that by 2020 half the world's urban population will exist in poverty [19]. And if we add the other killer trend of tobacco related illness, which disproportionately affects the poor (WHO estimates that 1 billion will die this century from lung related diseases, most of them poor people [20]), then the future looks horrifying. Small changes such as giving those who live in slums property rights or Yunus's Grameen Bank microcredit schemes will not change the overall structure of the world system.

However, this article moves from the reality of the present to an ecology of possibilities, exploring potential changes that enhance individual agency instead of becoming defeated by the weight of history, the deep structure of inequity.

The issues I focus on in this article are closer to Henri Lefebvre's notion of the right of the city, instead of the city as a site of authoritarian exclusive power, essentially about private property and the rights that conveys. As Lefebvre has argued, the right of the city represents "social relations, resources and creativity that sustain a full and dignified life" [21], "the right to be fully recognized, the right to information, the right of expression, the right to culture, the right to identity in difference and in equality; the right to self management, that is the democratic control of the economy and politics" [22]. Democraticization is the key in this argument. In "The Right to the City", Harvey argues that crucial to counteracting the neoliberal privatization of the city is the democratization of city space. This essay on city futures moves the debate further, arguing for anticipatory democracy, or the democratization of future time, removing it from developers, city councils and urban planners, to citizens. It thus focuses on the potential for agency challenging structure.

2.1. Emerging issues

Taking these issues further, we can speculate on some possible emerging issues related to city futures:

1. From the city defined by geography (by a river, for example) to the city defined by temporality. While cities have focused on land use policy (spatiality), the next wave is likely to be temporal policy. Cities are caught in, and part of, multiple temporalities—industrial 9/5 time; cyber 24/7 time; slow time and the slow city movement; and hyper time (the quickening of time). Developing temporal policy will be an important challenge as more evidence appears about the health costs of industrial 9/5 time (deadlines and heart attacks [23]) and postmodern 24/7 time (the frazzled family). (Managing) time may be the more cost effective way to solve traffic problems, instead of via massive infrastructure development.
2. City governance as a primarily vertical space, multiple space (flat and vertical) to a desired space (vertical plus horizontal and spherical as well as other constructions). Imagining and creating desired city futures is becoming a new, and while not core, important activity [24]. Of course, there is resistance, not from citizens but from local councillors. Staying within traditional notions of representative democracy, they question the role of citizens in visioning broader city futures. Is that not the role of the local councillor? More forward looking politicians, however, are likely to see this as a way of enhancing the efficacy of their role and the role of local government, not diminishing it. To do so, the local politician, the councillor, will need to rethink his or her fundamental role from that merely of representing their constituents (which of course includes stakeholders not living in the city) to that of leadership, brokering ideas and mediating disputing visions. Democracy thus is likely to move from representation to e-governance, with many more types of initiative and referenda. Perhaps the cool dimension of today's media contests (the Idol variant) could be used as a template—a preferred future city idol, if you will.
3. From the city as 'neutral' arbiter of interests groups to city as ethical space. With triple bottom line and a long term orientation, cities more and more are challenged to do the right thing, to be central actors in creating and modeling the good society. They are no longer merely facilitating in a neutral manner various interests (developers, community groups), they have their own meta interest [25]. Cities thus are actively engaged in creating futures and privileging various stakeholders over others. While this has been done in feudal and development contexts, it has not been broad based, nor ethical and rational.
4. From the city as a place where public policy occurs to city as public policy. The city, particularly the postmodern city, is now seen as policy, its actions (naming of streets, for example) iconic. Public policy is not a political process but a representational process—essentially this means that the city itself is a global brand, not simply a place where people live. Economic policy is now moving to the notion of a dream economy [26]. At the very least, creative policy is becoming a crucial dimension in being a global economic player.
5. From the city as infrastructure—roads, water, bricks—to the city as living. The city is moving to biological notions of what it is, not merely industrial ones. This may lead to the Gaian city—sensing the needs of inhabitants (technology becoming invisible); that is, a convergence of smart technology with green values. Phillip Daffara has led research here, exploring the Gaian future on the Sunshine Coast in Australia [27].

6. From the city as essentially secular to the city as a spiritual node in planetary consciousness. This perhaps is the most challenging emerging issue. The evolving trend is that of city planning focused on sustainability via the triple bottom line—prosperity, environmental sustainability and social justice—with the emerging issue (20 years forward) of the quadruple bottom line [28] adding spirituality as the organizing and the depth factor. Spiritually could even become the fourth bottom line; thus understood, it is about designing cities so they produce environments to lead to a sense of awe, of *Shanti* and *Ananda*, of deep reflection on our role and purpose in life. Moving further down the line, this is the notion that the city, and the thoughts of its inhabitants, are becoming part of a noetic transformation of our collective consciousness [29].

3. The 'how' of city futures

To respond to these and other potential changes, many cities have embarked on 2030 type projects where they map possible and plausible futures and then create their desired future. In doing this, an initial question is: What are the best methods to map and create city futures? In response, first, it is important to ensure that relevant stakeholders are involved. Generally this means citizen groups (through community associations or direct citizen involvement), leaders (a cross-section of community leaders) and research (empirical research to gauge preferences). Having all three groups involved ensures that the city foresight work is empirically rigorous, democratic, and accesses the best and brightest of the community. The city futures project is best led by planning professionals either within the city authority, the university or a foresight association.

When embarking on a city foresight process, Steven Ames, a community visioning expert who has conducted city futures projects in Portland, Bend City, and Hillsboro, Oregon, and played a role in the Gold Coast and Maroochy visioning projects in Australia, among other cities, suggests the following beginning questions [30]:

- How have we got here? (community profile)
- Where are we now? (trends analysis)
- Where are we going? (visioning)
- How will we get there? (action planning)

Are we getting there? (monitoring)

My own methodology is based on the six pillars of futures studies [31]. These are: mapping the past, present and plausible futures; anticipating emerging issues that are likely to disrupt this map; timing the future, discerning which trends are linear and which cyclical, for example; deepening the future, factoring in the visions and myths of multiple stakeholders, for example, citizens, leaders (from a variety of areas—government, small business, nongovernmental organizations, community groups, corporations, and the environment herself); creating alternatives through scenario planning, asking what are the different futures for the city; and finally, transforming the future by developing a vision of the future and through backcasting developing the necessary steps to achieve the vision. I have used this type of process in a variety of city contexts. Not all projects use all six pillars; however, those city foresight projects that have depth and are sustaining certainly tend do.

4. Case studies

I now present brief case studies of city foresight as themes. The themes are: single issue, multiple issues, differentiation, long term process, success creates success and multiple cities.

4.1. Single issue: climate change—Victoria Coast Councils

In a project for the Victoria Coast Councils, a particular concern was prominent: sea level rise caused by global warming leading to negative impacts on the coast. These negative impacts included the loss of tourist industry, enhancing inequity as the most vulnerable are likely to face the impacts more directly than others (who can move, for example), and impacts on nature herself. The project consisted of introducing foresight concepts to directors, CEOs, and social and environmental planners and then moving toward a shared vision. Through new methods and tools, it was hoped that the capacity to map and influence the future would increase. Unique also in this project was a 40-year time frame. The participants wanted to begin the process of thinking about 2046 since they understood that climate change was a long term issue. The first phase was getting agreement on the nature of the problem and learning foresight concepts and methods to engage with the long term future.

4.2. Multiple issues: climate change, searching for differentiation in a world economy and protecting against tourism downturns—Gold Coast City Council

Another group that has taken a longer term approach is the Gold Coast City Council (focused on 2038). The first phase of this project has been visioning workshops with boards that advise the political arm of the council. The visions that they produced were suggestive, not in any way representative. Part two of this process has been a series of training sessions for

managers on foresight tools. Not only have tools been covered, but initial visions for the Gold Coast itself have also been developed. Part three is the Bold Futures process—a deeper foresight process with citizen input being central. This broader process takes a thirty-year time horizon. This approach has been step by step, within the action learning framework. Building stakeholder interest and agreement has been crucial. Simultaneous with this has been a process with city councillors. They too have gone through visioning, scenario development, backcasting and strategy development.

The scenarios included the Big Meltdown (climate change, terrorism and financial crisis as potential drivers), the ICT city (investment in new technologies leading to less dependence on tourism), the Self Sustainable City (investment in green technologies, reclaiming of farmland, urban farming, green building), and the Super City (joining up with Brisbane and the Sunshine Coast to create a mega city).

After opening up to the breadth of alternative futures, the participants narrowed the focus to their desired future. The vision had six main themes: a city leading by example (governance); a city loved for its green, gold and blue (environmental sustainability); a city connecting people and places (community making through ICTs and smart design); a city with a thriving economy (diversification and innovation); a safe city where everyone belongs (inclusion); and a city shaped by clever design (city design).

The challenge has been to link the long term with the shorter term electoral cycle. Councillors, even those focused on the big picture and future generations, need to ensure that there will be financial support beyond their own tenure. And they need to provide evidence to citizens that thinking and working on a thirty-year vision is as important as their immediate needs (funding for parks, for example). Councillors now hope to use the emerging vision as a checklist (along with other criteria) for use in deciding on funding of infrastructure and other projects (what type of buildings, what type of transport and finally desired levels of virtuality).

The Bold Future project has been remarkable because of the involvement and inclusion of councillors, administrative staff, urban planners, futurists and citizens. The stakeholder inclusion policy has led to a series of national awards, including in Innovation, Community Contribution and Public Service. The Bold future project has also won an award from the International Association of Public Participation in its core value awards program under the category of ''award for decisionmakers'' [32]. This award goes to organizations which can demonstrate that people are at the heart of decisionmaking; that is, deep democracy.

4.3. Ensuring survival by differentiating between larger nearby cities—Logan City Council

City Directions, a project for Logan City Council, was developed in response to likely changes in the size and borders of cities brought on federal legislation. This project was led by the bureaucracy. While many cities first develop the vision via citizens, Logan decided to first focus on city council professionals. Through a series of foresight workshops, the city council developed: (1) scenarios for the futures of Logan; (2) a vision for the future; and (3) steps necessary to realize the vision.

Four scenarios were developed. The first was an active and healthy scenario of deep participation, moving citizens away from junk food and a sedentary lifestyle to concern with their quality of life and taking steps to improve it.

The second scenario was a green and sustainable future. In this future, Logan would become one of the greenest cities in Australia.

In the third scenario, Logan would become a creative and innovative city—working smarter, using new technologies and investment in the arts were the core characteristics of this future.

The last scenario was Groundhog Day. A future in which no real change occurs—endless public meetings, while the city becomes fatter and less desirable to live in.

The particular output was a city directions policy paper. This policy paper is now undergoing a rigorous consultation process via community workshops. Logan City Council has also included paintings and other creative art forms from young people as part of its visioning process [33]. Along with developing directions, the City administration saw Logan 2026 as a way to develop the city council into a learning organization; that is, to reflect on itself and where it is going. This has been partially successful with City directions being the guiding document as the city goes through the politics of amalgamation.

4.4. The long term process: success, failure and emerging success. Futures at Maroochy Shire Council

This project has gone through three phases: (1) hope and excitement about futures thinking, anticipatory democracy, and creating a unique vision; (2) despair around local politics, *real politic* and a delinking of the vision with budgets and urban planning; and (3) a new city council that has renewed community and city visioning and begun to implement parts of the earlier vision. This process has taken place over three political administrations over a decade.

This project began with a series of breakfast lectures on futures in general and futures of the Sunshine Coast region (the larger region) in particular. These breakfast meetings were attended by hundreds of citizens, including the press, and began the process of community consultation. The second phase was a series of foresight workshops for senior managers. The purpose of these was to introduce foresight methods and tools (scenarios, the futures triangle, causal layered analysis, visioning, and backcasting, for example) and to develop professional capacity to think intelligently and wisely about the future. The third phase was a broader citizen visioning process. This was run by Stephen Ames with local futurists such as Phillip Daffara and Steven Gould providing support [34]. A citizen leaders group championed this process. The fourth phase was empirical research. Data was collected on issues that citizens believed were most important (environment,

infrastructure) and from these concerns and uncertainties scenarios developed. The fifth phase was a voting day where 400 citizens voted on their preferred future. The voting had some teeth, in that the newly elected Mayor promised that their concerns would be reflected in the corporate plan.

Since then, however, the process has been derailed, not because of lack of citizen engagement but because of local politics. Local councillors opposed to the Mayor have used the foresight process as part of their local political stand-off. This led to the CEO of the Shire moving on to different opportunities. More recently, different shires of the Sunshine Coast region have been amalgamated, a new Mayor and council elected, and the community visioning process has started again; such is the cyclical nature of foresight projects. Noteworthy in assessing the politics of city futures is an MA study by Steve Gould on the Maroochy Shire visioning process. His concluding paragraph links visioning with implementation, finding that the need to keep the trust of the public is a crucial factor in success:

> The Maroochy 2025 Community Visioning project was a worthwhile undertaking as it achieved a significant level of community buy-in with to the creation of a sustainable future in partnership with the local government. However, the ongoing value of this opportunity was sadly lost through lack of implementation. Representative democracy and the weight of the past assumption by the community and some local councillors that it is the government's responsibility to plan the future and make it happen, meant a vital opportunity for the community to become empowered and create alternative futures was missed. The newly formed Sunshine Coast Regional Council will find it hard to recover lost levels of trust, perceptions of integrity and respect by the community. However, memories can be short, and in the long term the insights and perspectives gained by undertaking community visioning actions, the significance of this research and lessons learnt—especially through applied futures studies and anticipatory action learning methods—are expected to provide local governments with a framework for transformational change. This could be invaluable in an era in which the creation of sustainable community futures is imperative. [35]

4.5. Success creates success—visioning and revisioning: Brisbane City Council

Perhaps the most comprehensive and on-going city foresight process has been undertaken by Brisbane City Council (BCC) [36]. In the early 1990s, BCC began a Brisbane 2010 project. This included visioning for councillors, the professional bureaucracy and citizens. The vision had real teeth in that for projects to be funded they had fit into the directions of the vision. But more than just working to a fixed vision, Brisbane City Council also began a scenario process with policy papers on new issues (the creative city, the inclusive city, e-governance, for example). Along with this has been the Brisbane Ideas festival, which has featured robust debates on the futures of the city, the state and the world itself.

My part was conducting a series of training workshops over a period of three years for more than 150 managers within BCC. These were tools and methods based, focused on rethinking the nature of the organization. As well, particular policy issues were investigated (the futures of aging, the futures of organizations, the futures of values, and contradiction between emerging city futures and the present, for example). The various divisions within the city council have also sponsored numerous one-day workshops on a range of subjects (transport, water, community development, the library, for example).

In 2006, the Vision was refreshed with the Brisbane 2026 project. The success of this process is indicated by the fact that it has continued through the tenures of three different mayors. Indeed, it has been exported throughout Australia and the world. Brisbane's foresight experience was central to the futures focus of the Asia–Pacific Cities Summits in 2003 and 2007. As well, Brisbane has led the way in cities looking a hundred years ahead—particularly around issues of climate change.

Since the Vision's refreshment in the 2026 project (and this is part of the pendulum swing of local politics), the focus has not been on challenging the current direction of the city but on implementing large scale infrastructure projects, such as building tunnels. The move has been from the soft systems cultural approach of city futures to the hard engineering approach. Futures qua alternatives moved to a particular future. Most likely, once the tunnels are built (and hopefully, there is not a correlation between tunnels—as lying down skyscrapers—and recessions),[1] the soft systems approach will return.

4.6. Multiple cities—Asia–Pacific cities summit, 2003 and 2007

Foresight can also be used to aid groups of cities or city leaders to develop their futures. The 2003 Asia–Pacific Cities Summit was entirely futures focused. The themes of the conference were developed from an environmental scan titled City Futures (available from www.metafuture.org). Five themes were articulated: (1) transforming sprawl; (2) greening cities; (3) creating healthy communities; (4) glo-cal governance; and (5) alternative futures of the city. At the conference, attended by over 500 city leaders, including mayors, CEOs, planners, developers, and environmentalists, the three days were organized around: (1) current and emerging issues facing cities; (2) scenarios; and (3) preferred futures. The immediate issues articulated by mayors included: population drift (rural to city, small to large cities); traffic congestion; growth occurring faster than infrastructure development; lack of partnership between city and business; loss of cultural heritage; long term

[1] Steve Gould argues their similarity, i.e. large infrastructure projects that skew the local economy, appearing to solve problems but often lead to unintended consequences that do not truly solve the problem. And while the current recession has spread from the USA, certainly the high debt burden Brisbane is now facing will not ease long term recovery. Personal communication, 14 January 2010.

water supply; lack of skills of the workforce; lack of support of central government to local government; and lack of employment opportunities.

Emerging issues seen by these city leaders included—along with the expected issue of the increased income gap between the haves and have-nots being created by globalization—that the future would make their roles far more complex. They would have to address issues such as the ethics associated with medical and technological advances, e-governance, as well the broader issue of the role of the civic leader in a digitalized e-city. And along with a squeeze from the central government—in terms of fewer funds but more responsibilities—mayors would be caught in a squeeze from nature, with extensive competition for water and other natural resources. Aging as well would change the nature of the city, leading some cities to be increasingly dysfunctional and others becoming retirement centres. Along with the demographic shift of aging, immigration—especially the new wave of global knowledge workers (and refugees)—would change the face of the city.

The scenarios developed were: (1) high tech anomie where digitalization leads to a loss of community; (2) disaster management, where cities would be the focus of a great deal of environmental, political and health crises because of globalization, terrorism and climate change; and (3) changing expectations, where the role of city governance would change as citizens expected more from their leaders. Democratization, globalization, a highly educated, technology savvy population demanding instant response from cities would lead to a condition of permanent crisis. Leadership would succumb to these pressures and citizens would resort to undemocratic expressions to get their needs met. The fourth scenario was: Creating learning organizations and communities. In this future, cities would become the vehicle by which citizens can take far more responsibility for the future of their city. Part of being a learning community was to embed in the city processes of conflict resolution—mediation and arbitration—so that the rights of individuals and groups and the pressure of social advancement could be negotiated.

Of the preferred futures, two factors stood out. The first centred on the size of the city and the scope of economic development. This was the international city, where economic growth was primary. The second was the rainforest city—in which the triple bottom line of prosperity, social inclusion and sustainability was primary. It was not the size of the city but the quality of life that was foremost. The 2007 Asia–Pacific Cities Summit, again hosted in Brisbane, continued this foresight process but now focused on the visions of youth leaders. The foresight process first examined their preferred future. Second it looked at what is missing in this future, or what is disowned. Finally, these two aspects of the future were integrated. Among the main points of their vision were: triple bottom line cities (prosperity plus social inclusion plus environment sustainability); cities designing space for health conflicts (as opposed to repressing conflict or ignoring it); and cities working toward an Asia–Pacific Union.

More recently at the 2007 Asia–Pacific Cities Summit, foresight moved from helping mayors rethink the future, to working with youth representatives from cities. Foresight theory and methods were used to help them develop their personal and organizational capacity to influence the long term future. Mayors rightfully understood that futures thinking is generational. Creating partnerships among youth representatives (those below 25 working in cities around the Asia–Pacific region) was a crucial step in ensuring that implementation of visions was possible.

5. Lessons

These case studies, while all Australian based, do give us the following lessons. City foresight needs to be embedded in solid methods and tools. These methods must move from mapping the future to critically challenging used and disowned futures and then to the desired future. Finally strategies to realize visions must be central to the planning process. Implementation is best done via the action learning model, where learning is cyclical and occurs through doing. As importantly, city foresight needs to be as inclusive as possible. City foresight properly done will not be a hostage to political processes. Councillors needs to be included in this process and shown how the long term vision can be linked to the short term electoral cycle. Furthermore, the outputs of city foresight are not just a vision of the future, but an enhanced capacity of professionals in the bureaucracy and citizens to develop the futures they desire. While these claims cannot at this stage be empirically proven, it is hoped that current research on city futures meanwhile provides evidence that foresight is effective. Finally it is crucial for the practitioner to note that there are political pendulums of the move from left to right, from mayors focused on social issues to mayors focused on engineering and infrastructure issues. Different foresight processes are necessary for different phases in city planning and development.

6. Conclusion: changing the global political landscape

Can we then imagine a world future where along with nations, corporations, and nongovernmental organizations, cities will be full players. With over 50% of the world's population living in cities, it is clear that blindly running toward the future is no longer viable nor is trusting to market forces alone [37]. Are we then entering a spiral turn with the return of the city–state (is Singapore a leading indicator)? It is far from clear if this is the case; certainly as the nation–state loses its relative importance, other actors are moving in. Cities are crucial in this transformation of global space. Can they play a role in creating a more equitable global ecumene, system? That remains uncertain. But with their re-conceptualization of the global, they can play more effectively at the local. The trends and issues articulated in this piece suggest that citizens are far more active. E-democracy, neighbourhood mediation centres, community visioning and even local community consultation are changing local politics.

From above and below, cities are influencing what is, and what can be. Engaging in the theories and methods of futures studies can help in this practice. Agency can be victorious over structure.

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Ensuring Culture Does Not Eat Strategy for Breakfast: What Works in Futures Studies

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Abstract

For foresight to be useful to organizations, it must have seven dimensions. The first is that the journey is learning focused and not about particular forecasts or strategic targets. The journey is continuous, adaptive, and narrative-based. Second, for organizations to transform, they must challenge their used future: practices they continue that do not match their desired vision. Third, as the rate of technological change is dramatic, often exponential, it is necessary for organizations to search for emerging issues—novel disruptors that can challenge standard operating procedures. Fourth, they need alternative futures or scenarios, as they best capture uncertainty and allow for novel possibilities. The fifth is inclusion, or the question of "who is not in the room?" Sixth, for a new future to successfully emerge, it must have a supportive worldview and underlying narrative or metaphor. And, seventh, they need a vision, neither too far nor too near, one that enables and ennobles.

Keywords

futures studies, organizational foresight, causal layered analysis, scenarios, rate of change, narrative foresight

Technical Fixes to Adaptive Responses to Transformative Journeys

The challenge for a change agent in organizations and institutions is straddling the boundaries between (1) a technical list of things to do, often immediately relevant; (2) emergent adaptive strategies; and (3) the longer term transformative journey. Technical solutions are often based on a plan, a list of things that need to be done: the plan-budget-delegate approach. Adaptive strategies, while also requiring the capacity to foresee alternatives, are often shorter term solutions, with the need to return to business-as-usual once the adaptation has been made. Although most organizations prefer a clear, articulated, actionable strategy based on the new opportunity or threat, the strategy can easily fail as individuals in the organization are not prepared to confront what they do not know. More often than not, anxiety overwhelms, and as Peter Drucker is purported to have said, "culture eats strategy for breakfast."[1] Thus, transformative journeys are required where a double-loop learning approach is used. Technical and adaptive solutions are thereby located in a deeper learning journey where stakeholders learn about what they know, what they do not know, and how they can continuously learn about self, other, and the

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changing external environment. Transformative journeys require a champion, institutional support, a willingness to engage with emerging issues and use scenarios wisely, and the capacity to move beyond a simple fix-it solution. They require not just the long run to be embraced but depth of understanding of self and other.

As a futurist having worked with hundreds of organizations over a thirty-year time span, I have found that every intervention—workshop, program, course, or a series of action learning experiments—is a learning journey. Often in these journeys, the data become overwhelming, especially data about the future. The journey is contingent on multiple factors—including multiple unknowns—so much so that individuals can find learning challenging. They give up or, having seen previous failed interventions, become cynical.

As a way to assuage this group, and to get some "runs on the board," I move to "single loop learning,"—the plan-budget-delegate-review cycle—or specific technical fixes they can engage with on Monday morning and over the next six months. Possibility is restored since action has been purchased. However, the technical fix only works until there is an unexpected shock. These are varied. It could be internal, such as when a champion resigns or a board member challenges the overall strategy process. Or it could be an external event such as currency devaluation, a new disruptive technology, or a troubling geopolitical event. At this stage, what seemed so easy before—the simple "to do" list—now seems like a waste of time, albeit with a serious dose of anxiety. "We had the perfect strategy for yesterday's future," commented one chief executive officer (CEO).

Double-loop learning and narrative foresight are required, wherein there is learning about learning, the development of futures literacy. It is not just that the product, process, or strategy is questioned—but that the official future itself is challenged. It is not just that emerging issues and weak signals must be identified and alternative futures explored but that the core narrative of the business needs to be reimagined. The narrative part is critical in that a new story of the future needs to emerge. Using causal layered analysis (CLA), the new story recasts, reframes, what is counted, what systemic interventions are required, and how stakeholders see the organization.[2] CLA is useful in that it structures reality into four aspects: the litany or day-to-day construction of events and data; the systemic, or the deeper social, technological, economic, environmental, political, causes of the litany; the worldview, or the perspective of reality from the positions of the various stakeholders; and, finally, the myth-metaphor level, the often unconscious stories individuals and organizations tell themselves about the way things are or are not. Using CLA, deeper causation can be better understood and a more robust strategy can emerge. All four levels are transformed, thus leading to deeper, longer lasting, and, thus, more effective change.

In one instance, a steelmaker had to reflect on whether they were still the "men of steel" as external currency shocks and lower-cost overseas providers had challenged their market. After the foresight workshop, they realized they were, in fact, a "leaky oil tanker" and needed to change their core story and become "Optimus Prime."[3] This new organizational metaphor allowed for new insights into the changing world economy and their story in it. They had to fund and explore new technologies and markets, instead of remaining stuck in the old product and business.

It is this deeper level of foresight that moves organizations to make the transition from technical fixes to adaptive responses and even to transformative journeys, where they change as they create new futures. Based on a new story, they are able to see possibilities that were invisible before. Foresight at its best does that.

However, it is easy to remain at the level of the "the technical" fix. One state level education ministry keen to engage in futures thinking asked for a three-day workshop. As education leaders articulated their scenarios and visions for transformation, it became clear to ministry functionaries that the alternatives suggested were outside their zones of comfort. Instead of a change process, they wished for a checklist to provide evidence that they were innovative. Once this did not occur, the foresight process did not go further. Their core narrative, which was risk averse, was threatened

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by the options that emerged. One could conclude that this process was a failure. However, this forgets that the process is a learning journey. Many participants at the meeting, seeing the benefits, initiated foresight processes in their own schools, districts, and educational systems. Indeed, the director of the ministry, seeing the potential uses of futures thinking, has championed the process elsewhere even though he was unable to while leading his own ministry (he understood that the timing was not right for educational reform).

Navigating what works and what does not can, thus, be a challenge for the futurist. To understand the winds of change, it is important for the futurist to understand the theoretical basis for the journey.

Intellectual Context

Traditional foresight models focused on forecasting[4] the future.[5] They assumed that the accurate forecasting was the end-all of being a good futurist. He needed to follow, as much as possible, the scientific method, basing forecasts on solid quantitative models. He needed to control for worldview bias by ensuring that the data were not tainted by culture. However, the interpretive turn in the social sciences brought in questions of meaning: what does the future mean to the person making and using the forecast? The policy context was not a black box but imbued with perspective. Along with data, the meaning frameworks of all parties became important. Worldview bias was not a factor to be controlled for but a variable that could better texture foresight, and, moreover, ensured that the policies and strategies that ensued could be implemented, as there was now ownership. The empirical-interpretive debate was further challenged in the '80s and '90s by the poststructural turn, the rise of critical futures studies.[6] The future was not just a dish on an ordered menu, but rather was constructed by persons, institutions, and worldview, the future was a practice. It was man-made, and thus, as feminists have argued, could be women-remade.[7] The future thus moved from being simple, a closed system, to an open system where the forecast was situated in multiple perspectives, which were in turn nested in multiple worldviews. These worldviews were not just objectively describing the world but actively creating, constituting it.[8] In this evolution, language ceased to be a neutral and transparent tool. It became opaque, bound to create not just distortion, but novelty. As Tony Stevenson[9] has argued, the misunderstanding creates the alternative future.

However, for critical theorists, language could also be used as a weapon, a way to silence certain alternative futures. Language, thus, moved from the dungeon to the living room, part of the debate. Metaphors and meanings as well moved from being the problem to being possible solutions, ways to create more robust policies and strategies. In this move toward the critical, the problem of doing, of action, however, remained. What emerged then was the fourth wave of research, focused on action learning.[10] This approach uses data, listens to alternative perspectives, deconstructs the assumptions and worldviews behind these nominations of reality, and then, remembering Marx, actually changes the world. The role of the futurist was not just to write trends reports, embrace the worldviews of others, and critically[11] challenge power, but through courses, programs, workshops, protests, organizing, and other interventions to make a difference in the world out there.[12] And this is crucial: to be aware of his or her own narrative.[13] The futurist was not the modernist, holding the lever of change, standing outside the machine, but instead part of the problem and part of the possible solution. The futurist was part of the ecology of change: inside and outside of the machine. For this, the notion of double-loop reflection and narrative foresight has been doubly important. First, the futurist explores his or her own narrative in the field, becomes epistemologically clean, as it were, and second, understands that these stories are based on meanings, worldviews, and practices. That is, the objective and subjective interpenetrate learn from each other.

My context has thus been to be aware through an understanding of empirical, interpretive, critical, and action learning approaches of how I use the future, and likewise, how the future uses me. This is the theoretical context of the following

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principles of foresight. What this means is that I look for data about today and emerging issues. I then use the data in workshop settings, understanding how different stakeholders construct their life stories and their futures. Using critical theory—in the CLA framework—I work to challenge assumptions and assist—governments, citizen groups, nongovernmental organizations, friends, small business, corporations, associations—in the creation of alternative and preferred futures. I search for a new strategy and metaphor that can help create, all the while mindful of my own strategy and metaphor in the process: it is thus a narrative journey—a learning journey. And in this journey, over the decades, I have found a few simple principles of futures thinking that help along this process.

The Learning Journey

The first, as mentioned earlier, is to frame the journey as learning-based. Short-term financial and political output pressures are thus reduced, and with calm minds, experiments can be conducted that optimize productivity and enhance innovation. If this is not done, then the first failed forecast, or at the first sign of difficulty—politics at the board level, or from the ministry, or change fatigue from stakeholders—the foresight process is abandoned. We are back to square one. Worse, since the process was derailed by the incorrect forecast—the often "what happened to paperless offices quip" to avoid engaging in the future—the entire foresight process is abandoned, and the organization reverts to being reactive, until there is another external shock. As Jim Dator has argued, futures studies need to be seen as a hypothesis, not as an ideology.[14]

And it is possible to create such a learning journey. One national ministry for numerous years—understanding that change takes time and a critical mass is required, a crucial number of champions—has funded over the past years a five-day course for deans, senior professors, and deputy vice-chancellors. The deans and professors work the first three days to articulate scenarios and recommendations for the deputy vice-chancellors. Having a senior audience helps to focus their thinking and scenarios. They thus think outside the box for the first few days and then on the morning of the fourth, present recommendations as to what the nation should do next. The deputy vice-chancellors comment on the recommendations and then, until the close of the program on the fifth day, undergo their own foresight process. They develop recommendations for the committee of vice-chancellors and the Ministry of Education. The benefits are first that the futures process is spread widely throughout education leaders. Second, a core group of change agents emerges—a network of innovators who can share ideas with each other even after the course. Third, recommendations filter up to the ministry, who may act on them or avoid them, but they do now have a sense of the changes being asked for. And, the most important outcome is that the process creates an ecology of foresight. For example, in the fourth year of the program, because of severe currency fluctuations, they did not go ahead, and another ministry picked up the program, taking more than thirty-five of their senior scientists through the foresight process. Thus, capacity has increased at the broader national level.

At the multi-lateral international level, the international Pearls in Policing[15] action learning program is exemplary. Knowing how busy police commissioners are, they focus instead on deputy commissions and other senior leaders. Foresight methods and tools are foundational in their training program. Senior executives meet annually to create and explore alternative policing futures. A focal research question is presented to them by police commissioners. Executives then explore this question. In previous years, research questions have included diversity in policing, the role of social media in policing, leadership succession, policing in tough times, and global scenarios. The question for 2016 is focused on counterterrorism futures. After working with the tools and methods of Futures Studies, executives then present back to commissioners, creating an action learning feedback loop. The intent is not just to discern more relevant information about the futures of policing but to create senior global police executives who can

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adapt to a dramatically changing world. It is thus designed not just to create a particular learning organization but a deeper global learning culture. In times of crisis, leaders have each other to support, to question, to draw for new ideas, and ideally work together for a safer world.

Challenge the Used Future

The second principle is to challenge the "used future." Every organization has particular practices that they engage in that do not reflect their preferred future. Indeed, they often engage in strategies that move counter to their vision. In the foresight process, I ask participants what might be these routinized practices, their used futures? Police, throughout the world, state that one of their most significant used futures is the "drive around" (police presence) as it wastes labor, energy, and has little or no impact on reducing crime or increasing safety.[16] Once the used future is named, then alternatives can be created. With policing, this means moving toward big data-oriented approaches to policing, that is, putting analysis, efforts, and forces where problems are, instead of promulgating the belief that driving around leads to reduced crime. However, futures are used because they are held as true—not by reality—but by earlier worldviews. In policing, this has been the worldview of command and control, a visual show of strength. This may have worked more than a hundred years ago, but with new types of crime, cyber, for example, quick action and prevention in particular, are far more important. But what often prevents a shift to this new future are the weights of the past. Police often still act as if they live in small towns instead of in complex, adaptive, highly advanced and global technological systems

In education, the used future that emerges over and over, whether at the primary, secondary, or tertiary level, is the disconnect between the new technologies and the design of classrooms in strict rows. At issue has been the deep worldview of the factory. The factory model may have been useful more than a hundred years ago—primarily to create obedient laborers—it is far less important in a knowledge economy where person-based critical learning is far more important. With education, many principals, ministry leaders, and teachers suggest that this means redesigning classrooms so they are student-centered and technology enabled.

However, in education, the weights are twofold and heavy: first, the memories of education ministries and the principals of how they learned; second, the fear among leaders that they will no longer be in charge. They fear that the new digital technologies will make them irrelevant. Thus, it is critical while transforming the factory model to also support leaders—or boards and CEOs—to find new spaces where they can contribute. In interventions in education ministries in Australia, Bangladesh, Pakistan, and Malaysia, what consistently emerged was the tension between the current story of "I am in charge" to the emergent story of "we are all learners." To help create this shift, a key enabler has been to skill leaders in the new disruptive technologies and suggest to them that their lives can be easier if they shift stories. This approach also seeks to demonstrate that the shift from the factory as the underlying worldview to the "playground" better positions the nation in a globalized knowledge economy. Moreover, even for those parents seeking high marks, their students will do better as they are engaged, participating in the futures they want to create.

Search for Emerging Issues

The third principle is to search for emerging issues or disruptors. This is especially important during periods of rapid change—technological, demographic, and geopolitical, for example. These emerging issues can be forthcoming problems or possible opportunities. The challenge is to identify them before they become easy-to-spot trends, through the methodology of the s-curve, as developed by Graham Molitor.[17] A decade or more ago, one health insurer noted the move toward prevention and wellness. They understood that, as the 4-p model of health[18] (prediction via big data; prevention[19] via behavioral changes such as

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meditation, better diet, and exercise; patient participation via peer to peer networks; and personalization via genomics and biomonitoring devices) grew in importance, they needed to make a strategic shift from downstream to upstream. This meant proactive measures to keep their customers healthy—providing dietary advice, for example, and developing apps that customers could use to monitor their health.

In another example, a trucking insurance company, seeing the advent of new competition and the development of new technologies to monitor drivers, began to make a shift from only providing insurance to bioinformatics. Using a biosensing device—wearable computers they could monitor the truck driver's fatigue levels, his attention level—they hoped they could develop an early warning system to enhance driver safety. This shift, they believed, would help them to develop new products—higher up in the value chain—and make the roads and country safer. Their costs would also go down. As they already had expertise in information and communication technologies, the shift to bioinformatics could be seamless.

In a final example, a soft drink company noting the shift to more empowered consumers with more information and more real time monitoring devices on their health, decided to diversify. They also accepted the argument my colleagues and I gave them that they were in an industry selling products counter to personal and environmental health. Without changes, they would eventually be seen like big tobacco today: as evil. This company is now moving toward becoming a wellness leader instead of a sugar seller. Of course, the transition may take decades, and there are several strategic scenarios. Two are noteworthy. First, while they could switch overnight, the risks to the current business would be high, and markets would punish them. Second, they could stay in the current business and slowly grow the new wellness business. The cultural challenge, however, would be great, as staff and customers would not be clear on who they were, their identity.

Create Scenarios

Thus, even if one is able to accurately or usefully discern new innovations, not only is the trajectory of the emerging issue not easy to forecast but organizational culture is challenging to change. Using alternative futures is a crucial principle in practicing foresight to negotiate such uncertainty. Alternative futures or scenarios can help an organization become more flexible and adaptable. They also help develop a range of alternative visions and strategies. These scenarios can be developed through many techniques, but I have found the most useful to be based on challenging one's core assumptions about the way the world is, and the way the world is developing. While the futurist may offer examples and guiding questions, it is crucial that the workshop participants develop the actual scenarios. Scenarios need to be lived alternatives, embedded in the culture and embodied in the person. As much as possible, I try to use a number of games, for example, the CLA game[20] and "the Sarkar game"[21] to ensure that participants actually feel their way into alternative futures. They experience social change.

Although there are hundreds of examples to draw on, most relevant is work with a number of libraries, a global care organization, and a number of ministries.

With libraries, the current trajectory is the "Digital dinosaur." The underlying story behind this future where libraries and librarians fail to keep up with rapid new technologies is "libraries—very quiet places." A second scenario articulated by librarians is one where libraries become "holo-decks" of the future. By scanning the environment and investing in new virtual and holographic technologies, they become "amazing new spaces" where children and adults have remarkable conversations with virtual authors, for example. A third scenario articulated rethinks the library as a "multi-door community hub." It could be a collaborative third space, neither the office nor the home. It could be a place for workshops for the elderly on financial management, for example. It could be a place where children and adults play with 3D printing technology, both consuming

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and producing. The library in this future becomes the "heart of the community." In a fourth future, the library works with authors to co-publish, to help them move from consumers of knowledge to "co-publishers" for a digital era. And, of course, all these scenarios are possible for different libraries and librarians.

However, while the scenarios help map possible futures, as important is the narrative of the librarian. The librarian's story would certainly have to shift. In the work I have been part of, this shift is often from the "keeper of the collection" to the "innovator in the new—digital, virtual, 3d printing, production—gardens." This is not an easy or seamless shift, as librarians for centuries have been the holders of the collection. While they are certainly able to shift their narratives, it is not without pain and anguish.

Turning to education, in one project for an Asian national educational system, the first scenario developed by deans and professors was a continuation of the current trajectory. In this future, assessment would remain exam-based, courses taught in traditional lecture rooms, and the curriculum was based on jobs from the past. The worldview was industrial, and the inner story was "force-feed." A second scenario took the view of the student seriously. In this future, the inner story was, "all you can eat." Courses and to some extent curriculum would be student designed, and assessment would be self-regulated. The organizing worldview was the shift from the industrial to the digital era. A third scenario attempted to integrate the two visions of the future with the story of the "healthy buffet." Assessment would be done through partnerships. The worldview would be that of coordinated cooperation with students, the ministry, and professors co-designing change. A fourth was less about who designed what but more about moving toward the story of the "omnivore" or blended learning, wherein some courses would be taught in traditional classrooms—albeit redesigned for digital technologies—and others in virtual holographic settings. Assessment would move from exams to creating innovative difference. The scenarios were important in that they opened up space to think not just about the future of education but about alternative futures of education. Moreover, the scenarios used the perspectives of different stakeholders to interrogate what could be.

In a fifth process that entailed numerous face to face workshops and virtual presentations, a global care organization was confronted with a number of challenges: first, the demographic shift from an aging North to an expanding Africa; second, funding limitations from Northern governments toward nongovernmental caring organizations, suggesting that government funding would decrease annually and they needed to find new sources of revenue; third, a shift in donation type from individuals, particularly digital natives who did not wish to merely give money or "sponsor a child," but play an active role in changing the conditions of poverty; and fourth, "competition" from new web-based social change organizations such as getup.org, change.org, kiva.org, and avaaz.org. Avaaz.org, for example, has a membership list of more than forty-two million in just five years. It is focused on organizing "citizens to close the gap between the world we have and the world most people everywhere want."[22]

In this context, they articulated four alternative futures for their organization. The first was to "Move South" and relocate where the most vulnerable children would be: Africa. This would mean a physical location, and a dramatic change in the makeup of senior leadership. The second was to become a "facilitator of believers" of the various religions: to mobilize religious leaders and communities to work together for the vulnerable. This would mean focusing less on their own religious roots, and more on the ability to leverage relationships among workers on the ground to make a difference globally. The third future was "the great streamline"—to become like many other high impact, virtual, nongovernmental organizations and reduce their staff and costs—doing more with less. The last scenario was "the full streamline" organization where along with working directly with the most vulnerable, they leveraged their expertise to influence global policymaking. They understood, they argued, that if they did nothing, then a

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collapsed future for their organization was on the cards. Their current process is to articulate decision points in terms of next steps and to create the capacity to change.

Who Is Not in the Room?

The fifth principle asserts essentially "the more, the merrier." As the future is uncertain, bringing in alternative voices from varied fields can help reduce uncertainty and find new solutions. In foresight projects, bringing in the full range of stakeholders, while messy, enhances the robustness of the scenarios and the strategies developed. One group, a professional organization, noted that their executive was not representative of their emerging membership, based on the categories of ethnicity, gender, and age. They represented the past, not the future. Thus, the ideas emerging were from like-minded people. For them to be relevant, the executive had to become the future they wished to see. "Be the stakeholders" became the mantra.

In a large conference on the futures of disability, the ministry ensured that providers, persons with disability, carers, funders, and policymakers were all the room. This did lead to confrontational debates about who should lead the future. But the conference design created safe places for these conversations, ensuring that the differences added to the robustness of the scenarios and strategies. Indeed, the future became a safe place for discussion, since blame was not being assigned. Possibilities were explored and truths told. Persons with disability could speak their truth, asking for a redesign of buildings and cities, and not a focus on heroic science to "correct" them. Government carers could speak of their fatigue, of endless demands on them. It was a step first to hear each other and then move from trauma to healing.

Find the Worldview and Narrative

With such inclusion, a change of conversation and strategy remains possible. This is especially critical in futures thinking, where uncertainty is higher the further into the future one projects. Without understanding deeper perspectives, strategies often fail, as they reinforce the worldview of the dominant. They are often unable to account for the new "bedouins"[23]—those who are challenging the system, who see reality differently. The sixth principle is finding the worldview and the metaphor underneath the used future, and finding a new cognitive pattern that supports the new story. In international policing, it is shifting the story from the "thin blue line" in which only police officers have the solution to policing (and the "blue brotherhood," where they must protect each other when they are challenged) to the metaphor of an orchestra, where everyone contributes toward safety, even as the police commissioner directs. Citizens, for example, can contribute through wiki-crime portals and community policing.

In the health insurance company example mentioned above, they shifted from "the insurer" to the "health navigator." They refocused on the worldview of the customer—the "healthier you." As their overall strategy shifted, they began to see themselves as now co-creating health with their customers, instead of waiting for disease and paying for illness. But the consumer was not the only relevant stakeholder. Government was equally important. This involved lobbying government to make supportive legislative changes. Along with external changes, they needed to hire different types of people: those who understood prevention and knowledge navigation.

Narratives are not right or wrong. The critical question is do they serve or hinder where the organization wishes to go. In one ministry, the core metaphor of the executive was that of leaders sitting around a round table in a protected castle. However, outside the castle were hungry wolves: teachers, parents, students, and the media. While one may agree or disagree with the metaphor, the issue for the ministry was that they imagined themselves as innovators, creating new global learning spaces for the children and young adults in their constituency. This narrative was risk averse; in opposition to their strategy. The conclusion is that their strategy would fail, as their fear of risk would override strategy.

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In another instance, the national bank of an Asian nation decided that they would become "a centre of excellence in the region in banking and finance." While this is certainly laudable, when they used CLA to see if the culture supported this vision—they realized that "their culture did not give a premium to knowledge."[24] There was a mismatch between the vision and the culture.

The challenge then is to create a new story that more accurately approximates the desired vision and from there, articulate strategies. One organization, a national department of statistics, changed their story from the "scorekeeper" to the "trusted expert." The scorekeeper was reactive and an impartial observer. They could see that the trends toward big data—artificial intelligence—could make them obsolete. Their new story was proactive, not just counting, but being part of the national conversation on what should be counted. The new narrative created possibilities where they would interpret big data, moving upstream in national debates.

Create the Vision

In turbulent times, it is critical to have a clear vision of where one wishes to go. This cannot be too near nor too far. Too near leads to being trapped by the present. Too far becomes science fiction. The vision must also enable—enhance the capacity to deliver—and ennoble—bring out the best in people so that they can create systemic structures to deliver the best. In many city councils I have worked with, vision has been the first challenge. The domination of the "roads, rates, rubbish" worldview blinds them to changes in the global economy in terms of the ability of cities to create change.[25] Because they are often focused on the immediate and narrow—always busy solving political problems—they are unable to take advantage of new technologies, for example, the maker-movement today. They are also unable to notice emerging issues around biosecurity, cybercrime, or climate change. More proactive cities, however, can fund innovation, for example, to help the transition to a global renewable solar economy. In these cities, clarity around the vision was always first. "Where do we wish to be in thirty years?" "What do we wish to keep?" "How will we use new technologies to enhance governance?" "How do we create partnerships to deliver the vision?" Certainly linking the long term vision to the electoral cycle is crucial, but it is equally important to move from the worldview of "the way things are is forever" to "we can redesign our city toward the future we want." Visioning involves citizens, experts (collecting the data, testing the data, searching for disruptors), and leaders (who can champion particular projects or resist change). And it is personal. Each person must ask themselves where they want to be in twenty or thirty years. Who is with them? What does nature look like? What technologies do they wish to use? What is the built environment like? One mayor was uncertain of the foresight process until he engaged in imagining what he would be doing in twenty years. Once the link between the external and the inner was made, the value of foresight became obvious. Legacy became critical.

Visioning also moves from the desired future back to the present—it is transformational. This is not the same as devising a list of endless things that must be done. In one city, after the visioning exercise, the participants became depressed. This was not because of their dream of what they wished for but because they had made a list of fifty actions that they did not believe were politically feasible to do. Once we narrowed down the list to three major strategic pathways, then the impossible became the possible. The vision suddenly enabled. It became doable.

Effective Foresight

So to conduct effective foresight, it is first important to frame the experience as a learning journey. There are four levels to this journey:

- Zero loop where participants often give up.
- Single loop where they seek to immediately eliminate uncertainty by having a list of actionable strategies.
- Double-loop learning where—when confronted with the unknown—they

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venture toward creating a learning organization that has the capacity to adapt. This is more than planting seeds but nurturing the foresight process through river rapids, ensuring that the process of learning continues, that it is built into the culture of the organization.

- Narrative foresight, the search for new stories that better enable and support emergent realities.

Second, it is important to challenge the used future. This is the future that no longer works but because of a previously held worldview-mindset, we continue its practice. Once the used future is challenged, new futures can emerge.

Third, it is crucial to search for emerging issues, disruptive events, patterns that could provide early indicators of dramatic shifts. These issues can help us prepare for the emergent future. They can help us avoid future problems by taking early action. They can also help us take advantage of opportunities for change before fluidity disappears and bureaucracy takes over.

Fourth, it is important to move from thinking about one future to alternative futures. This is most commonly cast as scenario planning. Scenarios help us rethink the present, imagine alternatives, and when properly done, see the future from the perspective of different stakeholders, including Nature and future generations.

Fifth, it is always important to ask, who is not in the room? Who is missing who can provide everyone in the room with new ways of knowing and thinking. Often in foresight workshops, the exact people who can provide the new ideas are not there. Thus, experts speak to each other, creating self-referential conversations.

Sixth, a new future can successfully emerge, if and when there is a supporting worldview and a guiding narrative or metaphor. Otherwise, it is too easy to return to what no longer works, as it is comfortable and our thinking supports old patterns (not to mention our habits and the financial systems that support them).

Finally, seventh, it is crucial to have a vision, or rather, visions of the future. What made the Renaissance unique in human history was not the emergent vision of the future, but the opening up of the future, the creation of multiple visions and possibilities.

Foresight, done well, creates these possibilities, allowing for culture to work with strategy, but in alignment not opposition.

Author's Note

This article is adapted from Sohail Inayatullah, *What Works: Case Studies in the Practice of Foresight* (Tamsui: Tamkang University, 2015).

Declaration of Conflicting Interests

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11 REPORTS TO COUNCIL

11.1 ORGANISATIONAL SERVICES

11.1.1 NOVEMBER 2017 MONTHLY FINANCIAL REPORT

Objective Reference:	**A2743894** **Reports and Attachments**
Attachment:	**November 2017 Monthly Financial Report**
Authorising/Responsible Officer:	**Deborah Corbett-Hall** **Chief Financial Officer**
Report Authors:	**Udaya Panambala Arachchilage** **Corporate Financial Reporting Manager** **Quasir Nasir** **Corporate Accountant**

PURPOSE

The purpose of this report is to note the year to date financial results as at 30 November 2017.

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.

ISSUES

Capital carryover budget 2017-18

Council adopted a carryover budget on 23 August 2017 to accommodate capital works straddling two financial years. The attached monthly financial report for November includes the changes from the carryover budget adopted by Council. The differences between the carryover budget figures and those published are due to the actual opening balances on 1 July 2017, which are now finalised following end of year accounts finalisation.

2017-18 first budget review

Council is committed to re prioritise works within the existing 2017-18 budget and consequently will not adopt a budget revision in 2017.

Canal and lake charges change

The process for issuing refunds for the reserve balances quarantined for maintenance and repairs since 2011-12, has been worked through and as at end of November Council has processed over 94% of the refunds.

STRATEGIC IMPLICATIONS

Council continued to report a strong financial position and favourable operating result at the end of November 2017.

Council has either achieved or favourably exceeded the following key financial stability and sustainability ratios as at the end of November 2017:

- operating surplus ratio
- net financial liabilities
- 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 stability – debt to asset ratio
- interest coverage ratio

The following ratios did not meet the target at the end of November 2017:

- asset sustainability ratio
- level of dependence on general rate revenue
- operating performance

The asset sustainability ratio did not meet the target at the end of November 2017 and continues to be a stretch target for Council with renewal spend of $8.98M and depreciation expense of $22.74M year to date on infrastructure assets. This ratio is an indication of how Council currently maintains, replaces and renews its existing infrastructure assets as they reach the end of their useful life. Capital spend on non-renewal projects grow the asset base and therefore increases depreciation expense, resulting in a lower asset sustainability ratio. The upward revaluation of the infrastructure assets also results in a lower ratio.

Council's Capital Works Prioritisation Policy (POL-3131) demonstrates its commitment to maintaining existing infrastructure and the adoption of a renewal strategy for its existing assets ahead of 'upgrade' and/or 'new' works.

The level of dependence on general rate revenue ratio (excluding utility charges) dropped back from 42.29% at the end of October to 38.18% at the end of November. This result is still outside the target range of less than 37.5% but is cyclical in nature and is expected to move in line with the rating cycle.

Council's operating performance ratio at the end of November 2017 is 14.98%. This is slightly lower than the 15% benchmark. This ratio is a cash measure and therefore moves in line with the cash balances. It is also cyclical in nature as it peaks and troughs in line with the rating cycle when rate payments are due.

Legislative Requirements

The November 2017 financial results 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

The November 2017 financial results 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 is no direct financial impact to Council as a result of this report; however it provides an indication of financial outcomes at the end of November 2017.

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 2015-20 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

Council departmental officers, Financial Services Group officers and the Executive Leadership Team are consulted on financial results and outcomes throughout the period.

OPTIONS

1. That Council resolves to note the financial position, results and ratios for November 2017 as presented in the attached Monthly Financial Report.
2. That Council requests additional information.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr P Gleeson**
Seconded by: **Cr P Mitchell**

That Council resolves to note the financial position, results and ratios for November 2017 as presented in the attached Monthly Financial Report.

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

Monthly Financial Report

November 2017

MAKE A
DIFFERENCE
MAKE IT
COUNT

Redland
CITY COUNCIL

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1. EXECUTIVE SUMMARY

This monthly report illustrates the financial performance and position of Redland City Council compared to its adopted budget at an organisational level for the period ended 30 November 2017. The year to date and annual revised budget referred to in this report incorporates the changes from the budget capital carryovers adopted by Council on 23 August 2017.

Key Financial Highlights and Overview

Key Financial Results ($000)	Annual Revised Budget	YTD Revised Budget	YTD Actual	YTD Variance	YTD Variance %	Status Favourable ✓ Unfavourable ✗
Operating Surplus / (Deficit)	(11,136)	9,226	**7,138**	(2,088)	-23%	✗
Recurrent Revenue	261,639	117,203	**114,831**	(2,372)	-2%	✗
Recurrent Expenditure	272,775	107,977	**107,693**	(284)	0%	✓
Capital Works Expenditure	94,860	26,302	**20,194**	(6,108)	-23%	✓
Closing Cash & Cash Equivalents	140,234	173,308	**154,998**	(18,310)	-11%	✗

Council reported an operating surplus for the month of $7.14M. The income generated from the second quarter general rates levy is partially offset by $343K in credits held, representing rates received in advance in previous periods. Operating grants and subsidies income is below budget by $1.68M mainly due to timing of Roads to Recovery grant receipt budgeted for November.

The favourable variance in recurrent expenditure is primarily due to underspend in contractor costs. The unfavourable variance in depreciation expense is due to higher opening asset balances for 2017/2018 which include the results from the 2016/2017 asset revaluations, as well as the recognition of developer contributed assets. These end of year adjustments influenced the increase in depreciation expense.

Of the $10.71M for contractors, mowing the city's parks and open spaces was $1.12M year to date.

Capital grants, subsidies and contributions are below budget due to timing of developer cash contributions.

Council's capital works expenditure is below budget by $6.11M due to timing of works for a number of city and marine infrastructure projects in progress and timing of capital acquisitions.

Council's cash balance is below budget due to higher than anticipated payments to suppliers which includes $7.81M for canal and lake special charges refund and below budget receipt of developer cash contributions offset by expenditure for property, plant and equipment. Constrained cash reserves represent 58% of the cash balance.

2. KEY PERFORMANCE INDICATORS

Key Performance Indicators

Financial Stability Ratios and Measures of Sustainability	Status Achieved ✓ Not achieved ✗	Annual Revised Budget	YTD November 2017	Target
Operating Surplus Ratio (%)	✓	-4.26%	**6.22%**	Between 0% and 10% (on average over the long-term)
Asset Sustainability Ratio (%)	✗	70.92%	**39.50%**	Greater than 90% (on average over the long-term)
Net Financial Liabilities (%)*	✓	-23.95%	**-81.85%**	Less than 60% (on average over the long-term)
Level of Dependence on General Rate Revenue (%)	✗	33.93%	**38.18%**	Less than 37.5%
Ability to Pay Our Bills - Current Ratio	✓	2.74	**3.78**	Between 1.1 & 4.1
Ability to Repay Our Debt - Debt Servicing Ratio (%)	✓	2.99%	**6.83%**	Less than or equal to 10%
Cash Balance $M	✓	$140.234M	**$154.998M**	Greater than or equal to $50M
Cash Balances - Cash Capacity in Months	✓	7.87	**7.57**	Greater than 3 months
Longer Term Financial Stability - Debt to Asset Ratio (%)	✓	1.47%	**1.40%**	Less than or equal to 10%
Operating Performance (%)	✗	17.65%	**14.98%**	Greater than or equal to 15%
Interest Coverage Ratio (%)**	✓	-0.59%	**-0.58%**	Less than 5%

* The net financial liabilities ratio exceeds the target range when current assets are greater than total liabilities (and the ratio is negative)
** The interest coverage ratio exceeds the target range when interest revenue is greater than interest expense (and the ratio is negative)

The annual revised budgeted balances for 2017/2018 include the changes from the budget carryovers adopted by Council on 23 August 2017. The differences between the carryover budget figures and those published are due to the actual opening balances on 1 July 2017, which are now finalised following end of year accounts finalisation.

3. STATEMENT OF COMPREHENSIVE INCOME

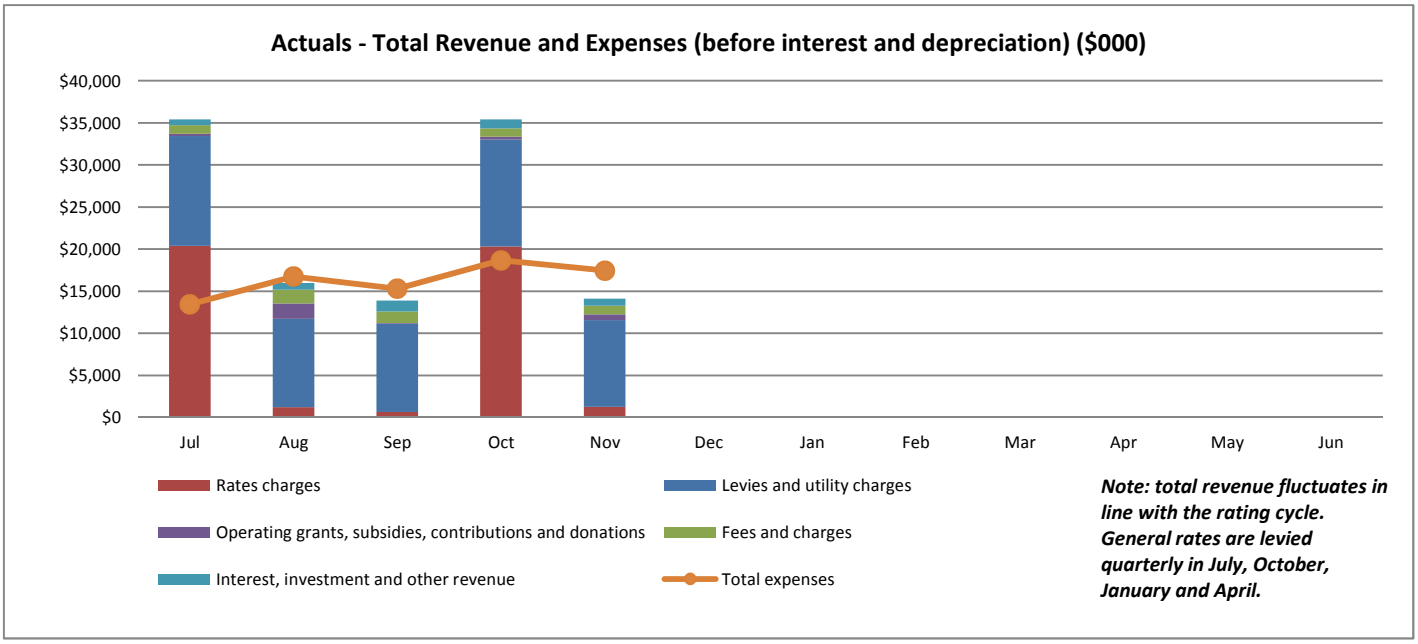
STATEMENT OF COMPREHENSIVE INCOME
For the period ending 30 November 2017

	Annual Original Budget $000	Annual Revised Budget $000	YTD Revised Budget $000	YTD **Actual $000**	YTD Variance $000
Recurrent revenue					
Rates, levies and charges	227,186	227,186	101,966	**100,889**	(1,077)
Fees and charges	13,048	13,048	5,837	**5,973**	136
Rental income	839	839	336	**425**	89
Interest received	4,361	4,361	1,815	**1,861**	46
Investment returns	2,200	2,200	500	**500**	-
Sales revenue	3,823	3,823	1,414	**1,472**	58
Other income	684	684	361	**483**	122
Grants, subsidies and contributions	9,497	9,497	4,974	**3,228**	(1,746)
Total recurrent revenue	261,639	261,639	117,203	**114,831**	(2,372)
Capital revenue					
Grants, subsidies and contributions	33,013	33,035	11,501	**5,695**	(5,806)
Non-cash contributions	3,213	3,213	1,378	**-**	(1,378)
Total capital revenue	36,226	36,248	12,879	**5,695**	(7,184)
TOTAL INCOME	**297,865**	**297,887**	**130,082**	**120,526**	**(9,556)**
Recurrent expenses					
Employee benefits	85,677	85,677	35,732	**35,654**	(78)
Materials and services	125,787	125,787	46,676	**45,797**	(879)
Finance costs	3,112	3,112	1,319	**1,357**	38
Depreciation and amortisation	58,200	58,200	24,250	**24,885**	635
Total recurrent expenses	272,775	272,775	107,977	**107,693**	(284)
Capital expenses					
(Gain) / loss on disposal of non-current assets	289	36	120	**(141)**	(261)
Total capital expenses	289	36	120	**(141)**	(261)
TOTAL EXPENSES	**273,064**	**272,811**	**108,097**	**107,552**	**(545)**
NET RESULT	**24,801**	**25,076**	**21,985**	**12,974**	**(9,011)**
Other comprehensive income / (loss)					
Items that will not be reclassified to a net result					
Revaluation of property, plant and equipment	-	-	-	**(67)**	(67)
TOTAL COMPREHENSIVE INCOME	**24,801**	**25,076**	**21,985**	**12,907**	**(9,078)**

4. OPERATING STATEMENT

OPERATING STATEMENT
For the period ending 30 November 2017

	Annual Original Budget $000	Annual Revised Budget $000	YTD Revised Budget $000	YTD **Actual $000**	YTD Variance $000
Revenue					
Rates charges	91,688	91,688	45,844	**45,261**	(583)
Levies and utility charges	138,824	138,824	57,762	**57,253**	(509)
Less: Pensioner remissions and rebates	(3,325)	(3,325)	(1,640)	**(1,625)**	15
Fees and charges	13,048	13,048	5,837	**5,973**	136
Operating grants and subsidies	8,795	8,795	4,786	**3,106**	(1,680)
Operating contributions and donations	702	702	188	**122**	(66)
Interest external	4,361	4,361	1,815	**1,861**	46
Investment returns	2,200	2,200	500	**500**	-
Other revenue	5,347	5,347	2,111	**2,380**	269
Total revenue	**261,639**	**261,639**	**117,203**	**114,831**	**(2,372)**
Expenses					
Employee benefits	85,677	85,677	35,732	**35,654**	(78)
Materials and services	126,040	126,040	46,849	**45,693**	(1,156)
Finance costs other	303	303	142	**165**	23
Other expenditure	489	489	136	**399**	263
Net internal costs	(741)	(741)	(309)	**(295)**	14
Total expenses	**211,767**	**211,767**	**82,550**	**81,616**	**(934)**
Earnings before interest, tax and depreciation (EBITD)	**49,872**	**49,872**	**34,653**	**33,215**	**(1,438)**
Interest expense	2,809	2,809	1,177	**1,192**	15
Depreciation and amortisation	58,200	58,200	24,250	**24,885**	635
OPERATING SURPLUS / (DEFICIT)	**(11,136)**	**(11,136)**	**9,226**	**7,138**	**(2,088)**



4. OPERATING STATEMENT - CONTINUED

LEVIES AND UTILITY CHARGES ANALYSIS
For the period ending 30 November 2017

	Annual Original Budget $000	Annual Revised Budget $000	YTD Revised Budget $000	YTD **Actual $000**	YTD Variance $000
Levies and utility charges					
Refuse collection rate charge	21,663	21,663	8,963	**8,999**	36
Special charges	4,083	4,083	2,042	**2,034**	(8)
SES separate charge	339	339	169	**170**	1
Environment separate charge	7,568	7,568	3,784	**3,802**	18
Separate charge landfill remediation	2,911	2,911	1,213	**1,219**	6
Wastewater charges	43,647	43,647	18,186	**18,016**	(170)
Water access charges	18,296	18,296	7,623	**7,646**	23
Water consumption charges	40,317	40,317	15,782	**15,367**	(415)
Total levies and utility charges	**138,824**	**138,824**	**57,762**	**57,253**	**(509)**

MATERIALS AND SERVICES ANALYSIS
For the period ending 30 November 2017

	Annual Original Budget $000	Annual Revised Budget $000	YTD Revised Budget $000	YTD **Actual $000**	YTD Variance $000
Materials and services					
Contractors	34,121	34,297	11,674	**10,709**	(965)
Consultants	4,465	4,457	1,153	**579**	(574)
Other Council outsourcing costs*	17,355	17,460	7,009	**7,054**	45
Purchase of materials	44,300	44,086	16,859	**17,436**	577
Office administration costs	7,949	8,076	3,215	**3,270**	55
Electricity charges	5,751	5,729	2,363	**2,169**	(194)
Plant operations	4,466	4,468	1,746	**1,937**	191
Information technology resources	2,811	2,645	901	**917**	16
General insurance	1,363	1,364	568	**562**	(6)
Community assistance**	1,619	1,620	769	**722**	(47)
Other material and service expenses	1,840	1,838	592	**338**	(254)
Total materials and services	**126,040**	**126,040**	**46,849**	**45,693**	**(1,156)**

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

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

EMPLOYEE BENEFITS AND FULL TIME EQUIVALENTS (FTE)
For the period ending 30 November 2017

	FTE (Council employees and Councillors)*	Total staff wages and salaries (including Councillors) $000	Annual leave and long service leave entitlements $000	Superannuation (including Councillors) $000	Other employee related expenses (including agency costs) $000	Less: capitalised employee expenses $000	**Total operating employee benefits $000**
Month							
July	900	5,324	626	647	333	481	**6,449**
August	899	5,992	702	698	627	520	**7,499**
September	902	5,213	617	653	597	471	**6,609**
October	906	6,080	724	722	524	530	**7,520**
November	914	5,961	698	703	598	383	**7,577**
Total employee benefits YTD		**28,570**	**3,367**	**3,423**	**2,679**	**2,385**	**35,654**

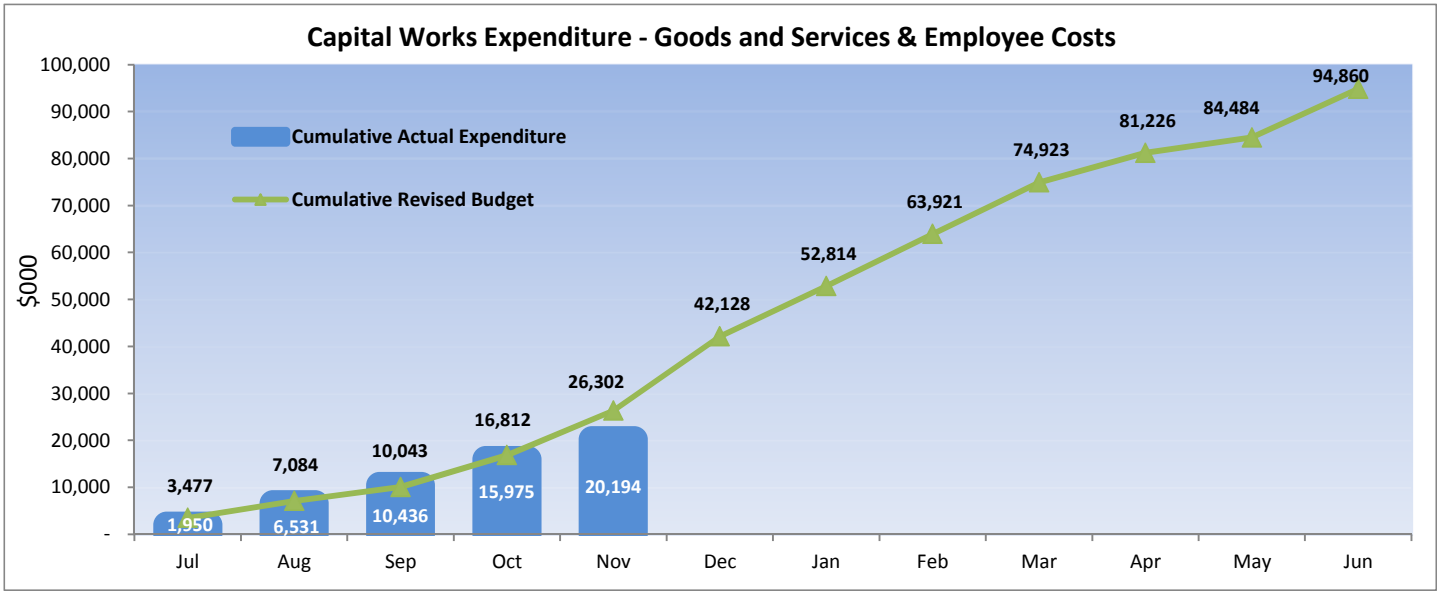
** Refer to page 14 for further information on FTE and headcount.*

5. CAPITAL FUNDING STATEMENT

CAPITAL FUNDING STATEMENT
For the period ending 30 November 2017

	Annual Original Budget $000	Annual Revised Budget $000	YTD Revised Budget $000	YTD **Actual $000**	YTD Variance $000
Sources of capital funding					
Capital contributions and donations	29,250	29,250	10,587	**4,769**	(5,818)
Capital grants and subsidies	3,763	3,785	914	**926**	12
Proceeds on disposal of non-current assets	1,180	1,433	-	**465**	465
Capital transfers (to) / from reserves	(14,106)	(13,493)	(10,033)	**(3,367)**	6,666
Non-cash contributions	3,213	3,213	1,378	**-**	(1,378)
New loans	867	867	-	**-**	-
Funding from general revenue	66,106	78,028	31,475	**24,052**	(7,423)
Total sources of capital funding	**90,272**	**103,082**	**34,321**	**26,845**	**(7,476)**
Application of capital funds					
Contributed assets	3,213	3,213	1,378	**-**	(1,378)
Capitalised goods and services*	74,965	87,599	24,223	**17,809**	(6,414)
Capitalised employee costs*	7,085	7,261	2,079	**2,385**	306
Loan redemption	5,010	5,010	6,641	**6,651**	10
Total application of capital funds	**90,272**	**103,082**	**34,321**	**26,845**	**(7,476)**
Other budgeted items					
Transfers to constrained operating reserves	(13,268)	(13,268)	(4,396)	**(6,449)**	(2,053)
Transfers from constrained operating reserves	11,565	11,565	3,792	**9,513**	5,721
Written down value (WDV) of assets disposed	1,468	1,468	120	**324**	204

** Total capital works expenditure depicted in the graph below is the total of capitalised goods and services and capitalised employee costs.*



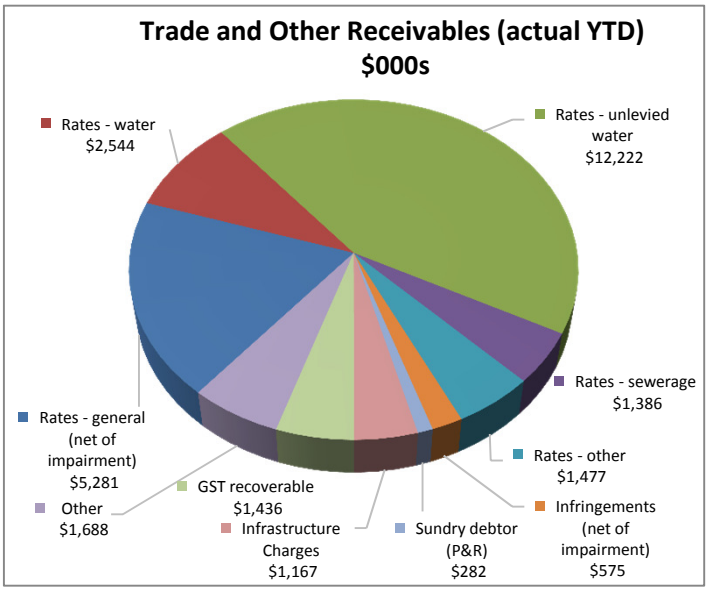
6. STATEMENT OF FINANCIAL POSITION

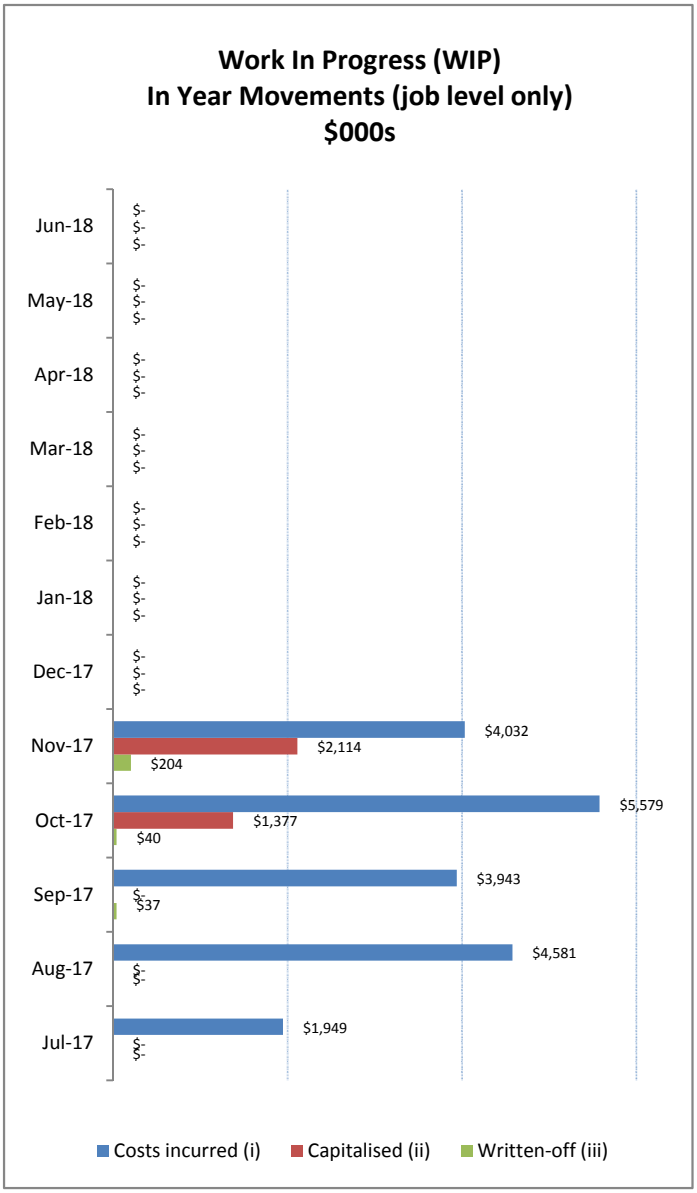
STATEMENT OF FINANCIAL POSITION
As at 30 November 2017

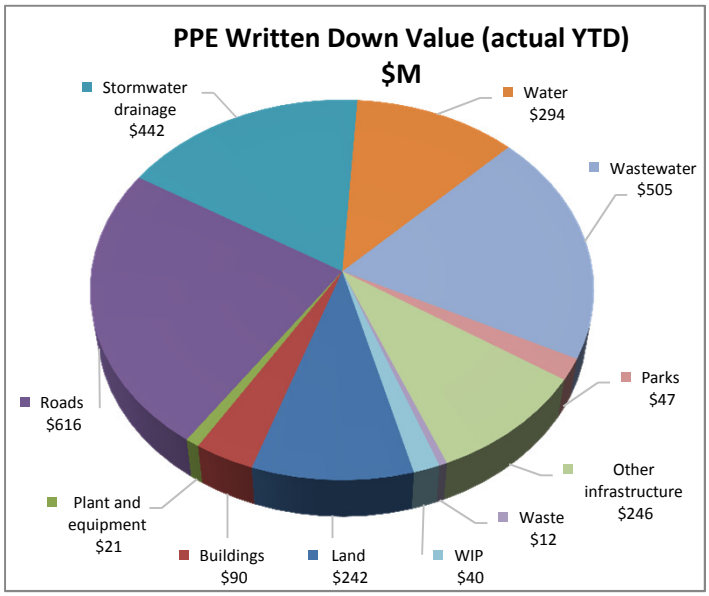
	Annual Original Budget $000	Annual Revised Budget $000	YTD Revised Budget $000	YTD **Actual Balance $000**
CURRENT ASSETS				
Cash and cash equivalents	133,650	140,234	173,308	**154,998**
Trade and other receivables	25,805	27,273	24,365	**28,058**
Inventories	678	556	556	**1,256**
Non-current assets held for sale	4,278	262	262	**152**
Other current assets	2,122	2,073	2,073	**2,800**
Total current assets	**166,533**	**170,398**	**200,564**	**187,264**
NON-CURRENT ASSETS				
Investment property	1,054	1,091	1,091	**1,091**
Property, plant and equipment	2,483,228	2,598,663	2,563,100	**2,554,820**
Intangible assets	1,215	2,096	2,565	**2,451**
Other financial assets	73	73	73	**73**
Investment in other entities	5,961	14,712	14,712	**14,712**
Total non-current assets	**2,491,531**	**2,616,635**	**2,581,541**	**2,573,147**
TOTAL ASSETS	**2,658,064**	**2,787,033**	**2,782,105**	**2,760,411**
CURRENT LIABILITIES				
Trade and other payables	21,411	39,792	39,414	**22,809**
Borrowings	7,701	7,713	7,713	**7,713**
Provisions	13,126	13,014	12,599	**10,941**
Other current liabilities	1,755	1,747	3,208	**8,104**
Total current liabilities	**43,993**	**62,266**	**62,934**	**49,567**
NON-CURRENT LIABILITIES				
Borrowings	33,461	33,343	30,845	**30,835**
Provisions	12,356	12,115	12,108	**12,871**
Total non-current liabilities	**45,817**	**45,458**	**42,953**	**43,706**
TOTAL LIABILITIES	**89,811**	**107,724**	**105,887**	**93,273**
NET COMMUNITY ASSETS	**2,568,254**	**2,679,309**	**2,676,218**	**2,667,138**
COMMUNITY EQUITY				
Asset revaluation surplus	963,349	1,070,838	1,070,838	**1,070,771**
Retained surplus	1,498,727	1,503,632	1,505,099	**1,506,420**
Constrained cash reserves	106,178	104,839	100,281	**89,947**
TOTAL COMMUNITY EQUITY	**2,568,254**	**2,679,309**	**2,676,218**	**2,667,138**

The annual revised budgeted balances for 2017/2018 include the changes from the budget carryovers adopted by Council on 23 August 2017. The differences between the carryover budget figures and those published are due to the actual opening balances on 1 July 2017, which are now finalised following end of year accounts finalisation.

6. STATEMENT OF FINANCIAL POSITION - CONTINUED







(i) Costs incurred: costs transferred into WIP for the construction or acquisition of fixed assets and at this point are non-depreciating.
(ii) Assets registered: additions to the asset register which includes unwinding of 2016/2017 accruals and new capitalisations.
(iii) Written-off: costs transferred from WIP to operational expenditure. These costs are operational in nature and therefore will not be capitalised.

PROPERTY, PLANT AND EQUIPMENT (PPE) MOVEMENT*
For the period ending 30 November 2017

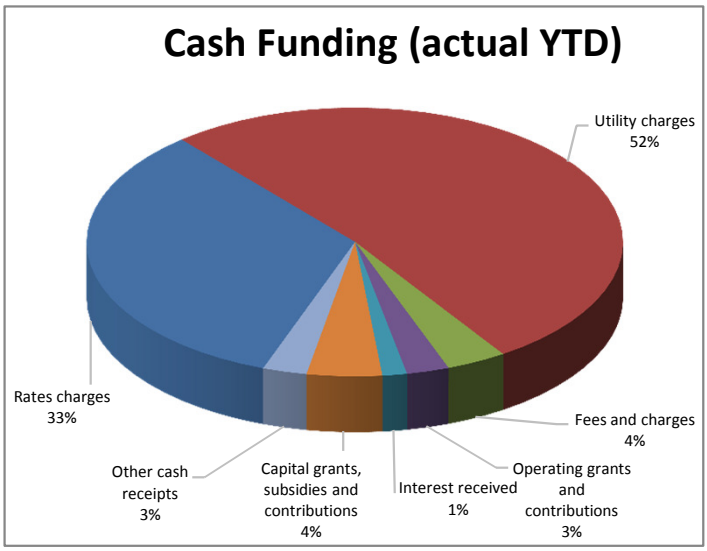
	Annual Original Budget $000	Annual Revised Budget $000	YTD Revised Budget $000	YTD **Actual Balance $000**
PPE movement				
Opening balance (includes WIP from previous years)	2,456,540	2,559,417	2,559,417	**2,559,417**
Acquisitions	3,215	112,085	25,572	**852**
Depreciation in year	(57,061)	(57,061)	(23,777)	**(24,400)**
Disposals	(1,468)	(1,468)	(120)	**(160)**
WIP in year movement	82,002	(14,310)	2,008	**19,290**
Other adjustments**	-	-	-	**(179)**
Closing balance	**2,483,228**	**2,598,663**	**2,563,100**	**2,554,820**

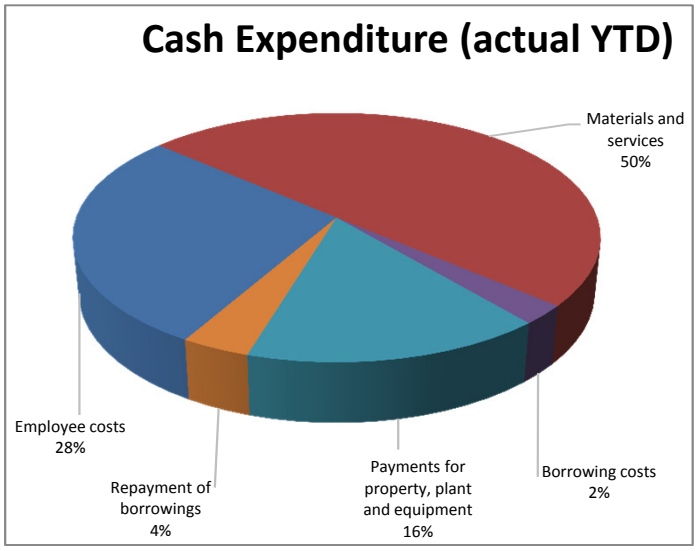
** This table includes movement relating to property, plant and equipment only and is exclusive of intangible assets.*
*** Other adjustments include transfers between asset classes, revaluation adjustments, prior period adjustments and depreciation thereon.*

7. STATEMENT OF CASH FLOWS

STATEMENT OF CASH FLOWS
For the period ending 30 November 2017

	Annual Original Budget $000	Annual Revised Budget $000	YTD Revised Budget $000	YTD Actual $000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from customers	244,741	244,741	115,271	**114,964**
Payments to suppliers and employees	(210,402)	(210,527)	(82,109)	**(99,242)**
	34,340	**34,215**	**33,162**	**15,722**
Interest received	4,361	4,361	1,816	**1,861**
Rental income	839	839	336	**425**
Non-capital grants and contributions	9,547	9,547	4,974	**3,228**
Borrowing costs	(3,175)	(3,175)	(3,175)	**(3,187)**
Net cash inflow / (outflow) from operating activities	**45,912**	**45,787**	**37,113**	**18,049**
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for property, plant and equipment	(82,005)	(94,815)	(26,201)	**(20,142)**
Payments for intangible assets	(45)	(45)	(101)	**(52)**
Proceeds from sale of property, plant and equipment	1,180	1,433	-	**465**
Capital grants, subsidies and contributions	33,013	33,035	11,501	**5,695**
Other cash flows from investing activities	2,200	2,200	(775)	**(775)**
Net cash inflow / (outflow) from investing activities	**(45,656)**	**(58,192)**	**(15,576)**	**(14,809)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds of borrowings	867	867	-	**-**
Repayment of borrowings	(4,644)	(4,644)	(4,644)	**(4,657)**
Net cash inflow / (outflow) from financing activities	**(3,777)**	**(3,777)**	**(4,644)**	**(4,657)**
Net increase / (decrease) in cash held	**(3,521)**	**(16,181)**	**16,893**	**(1,417)**
Cash and cash equivalents at the beginning of the year	137,171	156,415	156,415	**156,415**
Cash and cash equivalents at the end of the financial year / period	**133,650**	**140,234**	**173,308**	**154,998**





Total Cash Funding (Actual YTD)	**125,863**
Total Cash Funding (Annual Revised Budget)	297,023
% of Budget Achieved YTD	42%

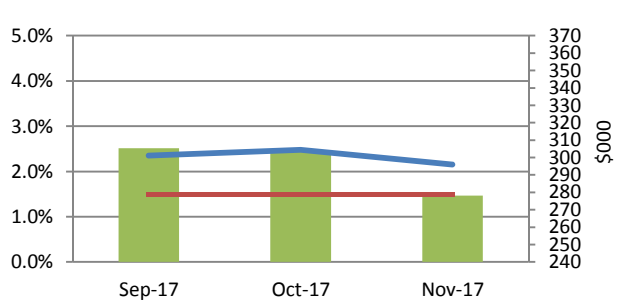
Total Cash Expenditure (Actual YTD)	**127,280**
Total Cash Expenditure (Annual Revised Budget)	313,204
% of Budget Achieved YTD	41%

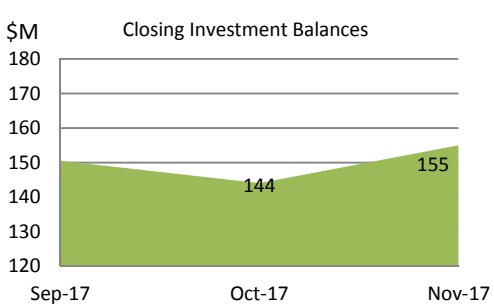
The annual revised budgeted balances for 2017/2018 include the changes from the budget carryovers adopted by Council on 23 August 2017. The differences between the carryover budget figures and those published are due to the actual opening balances on 1 July 2017, which are now finalised following end of year accounts finalisation.

8. INVESTMENT & BORROWINGS REPORT

For the period ending 30 November 2017

INVESTMENT RETURNS - QUEENSLAND TREASURY CORPORATION (QTC)





Total Investment at End of Month was $155.01M

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

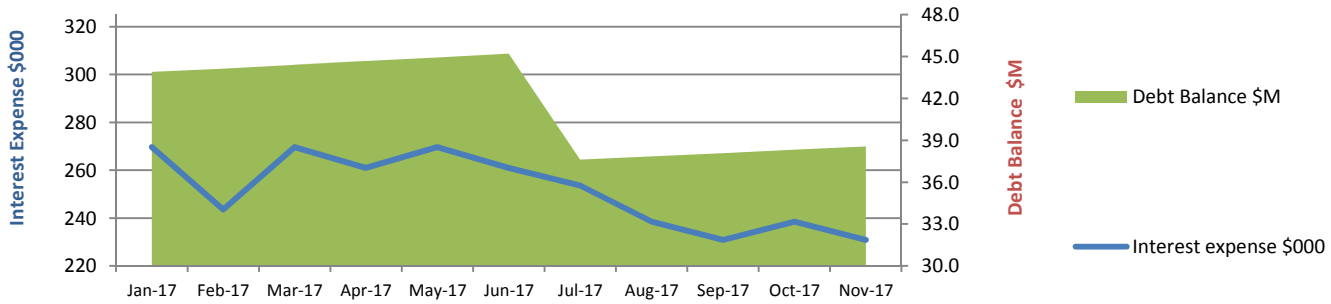
The movement in interest earned is indicative of both the interest rate and the surplus cash balances held, the latter of which is affected by business cash flow requirements on a monthly basis as well as the rating cycle.

Note: the Reserve Bank reduced the cash rate down to 1.5% in the August 2016 sitting - this has not changed in subsequent months.

On a daily basis, cash surplus to requirements is deposited with QTC to earn higher interest as QTC is offering a higher rate than what is achieved from Council's transactional bank accounts. The current annual effective interest rate paid by QTC of 2.15% exceeds the Bloomberg AusBond Bank Bill Index (previously the UBS Bank Bill Index) of 1.75% as at the end of November 2017 in accordance with Corporate POL-3013. Term deposit rates are being monitored to identify investment opportunities to ensure Council maximises its interest earnings.

Council adopted its revised Investment Policy (POL-3013) in May 2017 for the 2017/2018 financial year

BORROWINGS AND BORROWING COSTS



The existing loan accounts were converted to fixed rate loans on 1 April 2016 following a QTC restructure of loans and policies. In line with Council's debt policy, the principal debt repayment has been made *annually* in advance for 2017/2018 which will result in the loans being repaid approximately one year earlier.

The debt balance shows a decrease as the Annual Debt Service Payment was made during July 2017. Interest will accrue monthly based on the reduced debt balance.

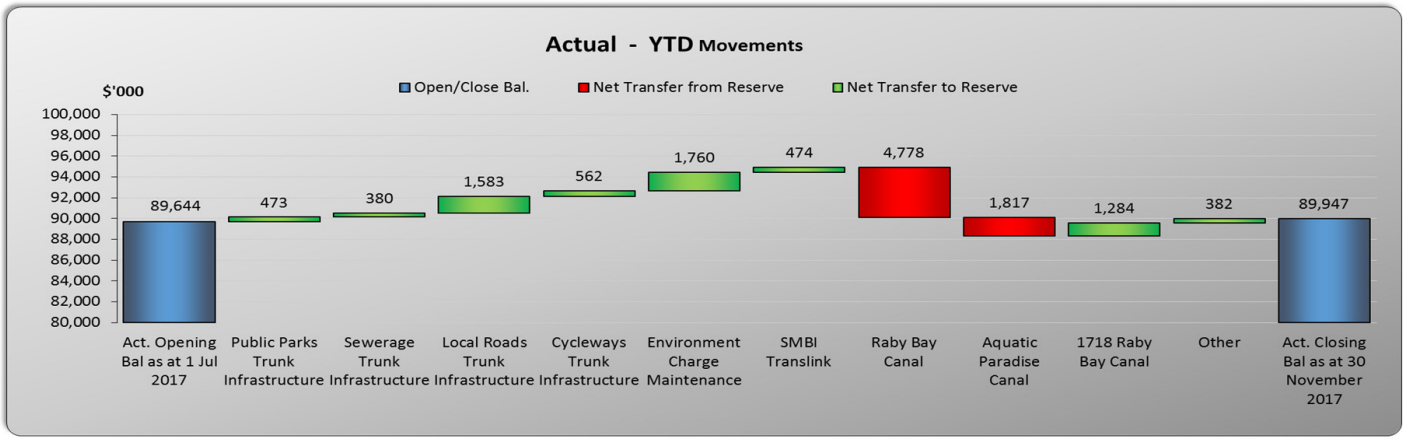
Total Borrowings at End of Month were $38.55M

General pool allocated to capital works is 98.97% and 1.03% is attributable to RedWaste.

Council adopted its revised Debt Policy (POL-1838) in June 2017 for the 2017/2018 financial year

9. CONSTRAINED CASH RESERVES

Reserves as at 30 November 2017	Opening Balance	To Reserve	From Reserve	Closing Balance
	$000	$000	$000	$000
Special Projects Reserve:				
Weinam Creek Reserve	3,075	145	(9)	3,211
Red Art Gallery Commissions & Donations Reserve	4	-	-	4
	3,079	**145**	**(9)**	**3,215**
Constrained Works Reserve:				
Public Parks Trunk Infrastructure Reserve	8,693	777	(304)	9,166
Land for Community Facilities Trunk Infrastruture Reserve	1,675	122	(19)	1,778
Water Supply Trunk Infrastructure Reserve	9,478	138	-	9,616
Sewerage Trunk Infrastructure Reserve	6,573	766	(386)	6,953
Constrained Works Reserve-Capital Grants & Contributions	1,154	-	(47)	1,107
Local Roads Trunk Infrastructure Reserve	30,570	1,609	(26)	32,153
Cycleways Trunk Infrastructure Reserve	8,343	610	(48)	8,905
Stormwater Trunk Infrastructure Reserve	7,553	293	-	7,846
Constrained Works Reserve-Operating Grants & Contributions	2,667	-	(91)	2,576
Tree Planting Reserve	86	24	-	110
	76,792	**4,339**	**(921)**	**80,210**
Separate Charge Reserve - Environment:				
Environment Charge Acquisition Reserve	618	-	(76)	542
Environment Charge Maintenance Reserve	1,387	3,802	(2,042)	3,147
	2,005	**3,802**	**(2,118)**	**3,689**
Special Charge Reserve - Other:				
Bay Island Rural Fire Levy Reserve	-	110	(83)	27
SMBI Translink Reserve	(6)	474	-	468
	(6)	**584**	**(83)**	**495**
Special Charge Reserve - Canals:				
Raby Bay Canal Reserve	4,778	15	(4,793)	-
Aquatic Paradise Canal Reserve	2,592	10	(1,827)	775
Sovereign Waters Lake Reserve	404	2	12	418
1718 Raby Bay Canal Reserve	-	1,402	(118)	1,284
1718 Aquatic Paradise Canal Reserve	-	437	(581)	(144)
1718 Sovereign Waters Lake Reserve	-	26	(21)	5
	7,774	**1,892**	**(7,328)**	**2,338**
TOTALS	**89,644**	**10,762**	**(10,459)**	**89,947**
	Closing cash and cash equivalents			**154,998**
	Reserves as percentage of cash balance			**58%**



Total Reserves decreased by $153K during the month. YTD growth in developer cash contributions totalled $4.34M with drawdowns of $783K. Increases are predominantly from developments in Cleveland, Ormiston, Capalaba and Birkdale. YTD growth in other reserves totalled $6.42M, with drawdowns totalling $9.68M. $1.89M of the increase in reserves is attributed to canals and lakes. The original reserves for special charges levied on canal and lake-front homeowners are now reduced to the extent of the refund cheques drawn as at 31 October 2017 and increases being only for interest on the remaining balance. New 2017/2018 canal and lake reserves reflect the current year program for revenue and expenditure. $1.76M movement in the Environment Charge Maintenance Reserve is associated with the Environment Separate Charge (which was part of the July and October rate runs), offset by YTD spending on designated projects.

10. REDLAND WATER STATEMENTS

REDLAND WATER SUMMARY OPERATING STATEMENT
For the period ending 30 November 2017

	Annual Original Budget $000	Annual Revised Budget $000	YTD Revised Budget $000	YTD **Actual $000**	YTD Variance $000
Total revenue	105,147	105,147	42,598	**42,055**	(543)
Total expenses	59,688	59,688	23,199	**23,363**	164
Earnings before interest, tax and depreciation (EBITD)	45,459	45,459	19,399	**18,692**	(707)
Interest expense	18,265	18,265	7,610	**7,610**	-
Depreciation	18,457	18,457	7,691	**9,093**	1,402
Operating surplus / (deficit)	**8,737**	**8,737**	**4,098**	**1,989**	**(2,109)**

REDLAND WATER CAPITAL FUNDING STATEMENT
For the period ending 30 November 2017

	Annual Original Budget $000	Annual Revised Budget $000	YTD Revised Budget $000	YTD **Actual $000**	YTD Variance $000
Capital contributions, donations, grants and subsidies	6,631	6,631	1,589	**1,332**	(257)
Net transfer (to) / from constrained capital reserves	(3,120)	(3,117)	(2,228)	**(519)**	1,709
Non-cash contributions	3,131	3,131	1,305	**-**	(1,305)
Funding from utility revenue	4,675	6,186	3,643	**2,095**	(1,548)
Total sources of capital funding	**11,316**	**12,830**	**4,309**	**2,908**	**(1,401)**
Contributed assets	3,131	3,131	1,305	**-**	(1,305)
Capitalised expenditure	8,185	9,699	3,004	**2,908**	(96)
Total application of capital funds	**11,316**	**12,830**	**4,309**	**2,908**	**(1,401)**

11. REDWASTE STATEMENTS

REDWASTE OPERATING STATEMENT
For the period ending 30 November 2017

	Annual Original Budget $000	Annual Revised Budget $000	YTD Revised Budget $000	YTD **Actual $000**	YTD Variance $000
Total revenue	24,532	24,532	10,158	**10,405**	247
Total expenses	17,480	17,480	7,368	**7,718**	350
Earnings before interest, tax and depreciation (EBITD)	7,052	7,052	2,790	**2,687**	(103)
Interest expense	33	33	14	**14**	-
Depreciation	307	307	128	**69**	(59)
Operating surplus / (deficit)	**6,712**	**6,712**	**2,648**	**2,604**	**(44)**

REDWASTE CAPITAL FUNDING STATEMENT
For the period ending 30 November 2017

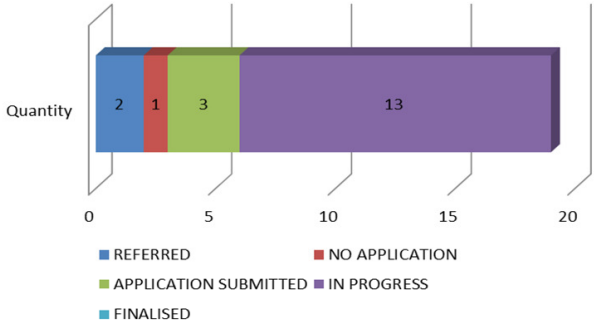
	Annual Original Budget $000	Annual Revised Budget $000	YTD Revised Budget $000	YTD **Actual $000**	YTD Variance $000
Non-cash contributions	-	-	-	**52**	52
Funding from utility revenue	317	333	211	**114**	(97)
Total sources of capital funding	**317**	**333**	**211**	**166**	**(45)**
Capitalised expenditure	240	249	108	**180**	72
Loan redemption	77	83	103	**(14)**	(117)
Total application of capital funds	**317**	**333**	**211**	**166**	**(45)**

12. APPENDIX: ADDITIONAL AND NON-FINANCIAL INFORMATION

External Funding Summary

Value of External Grant Applications by Status (YTD)

Number of External Grant Applications by Status (YTD)



November 2017 Progress

FUNDING REFERRED:
- Application in progress for the Building Better Regions Fund for Adult Literacy Program ($100,000) and Redland ARC Redevelopment ($10M)
- Application in progress for Cycle Network Grant with projects to be confirmed in December 2017

APPLICATION SUBMITTED:
- Nature Refuge Landholder Grant for Coolnwynpin Creek Corridor Koala Refuge Revegetation, grant amount requested: $6,977
- Safer Communities Grant for CCTV/Lighting in Capalaba Place CCTV Project, grant amount requested: $38,620

UPCOMING:
- Natural Disaster Resilience Program (NDRP) due to open shortly, projects ready for application include evacuation centre upgrades and flood warning signs

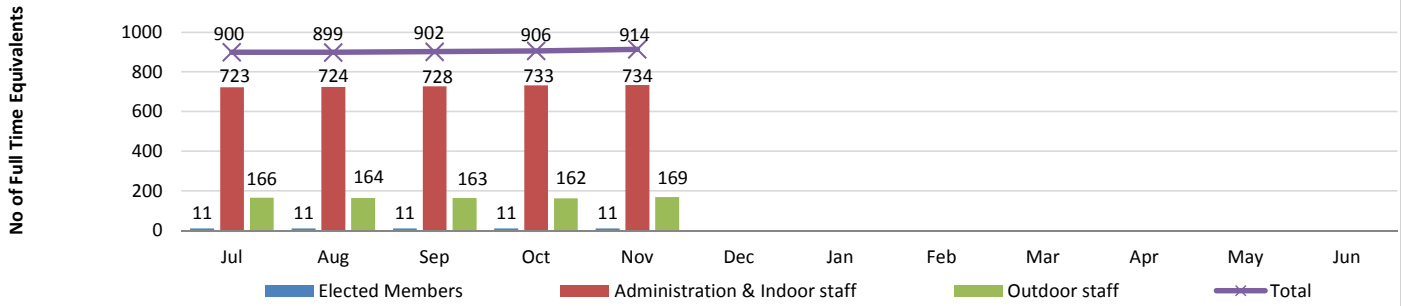
Successful Funding Submissions YTD 2017/2018

Roads and Active Transport:
- $875,000 for two Road Alliance projects to be completed in 2017/2018
- $456,000 for city wide bus shelter renewals to be completed in 2017/2018

Economic Development:
- $500,000 between 2017-2019 as part of the Advancing Regional Innovation Program (multiple partners including Logan City Council and Griffith University)
- $916,137 between 2017-2019 for Indigiscapes Expansion Stage 2 under the Local Government Grants Subsidies Program

Workforce Reporting

Full Time Equivalent Employees 2017/2018



Workforce reporting - November 2017: Headcount	Employee Type						
Department Level	Casual	Contract of Service	Perm Full	Perm Part	Temp Full	Temp Part	Total by Department
Office of CEO	9	3	28	4	6	1	51
Organisational Services	8	7	163	15	20	6	219
Community and Customer Service	36	4	237	64	34	12	387
Infrastructure and Operations	10	5	309	9	12	2	347
Total	63	19	737	92	72	21	1004

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. Due to a change in the reporting structure in August 2017, Finance and Legal Services (including procurement) moves from the Office of CEO to join Organisational Services.

13. GLOSSARY

Key Terms

Written Down Value:

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

Work In Progress:

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

Definition of Ratios

Operating Surplus Ratio*: *This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes*	Net Operating Surplus / Total Operating Revenue
Asset Sustainability Ratio*: *This ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out*	Capital Expenditure on Replacement of Infrastructure Assets (Renewals) / Depreciation Expenditure on Infrastructure Assets
Net Financial Liabilities*: *This is an indicator of the extent to which the net financial liabilities of Council can be serviced by operating revenues*	Total Liabilities - Current Assets / Total Operating Revenue
Level of Dependence on General Rate Revenue: *This ratio measures Council's reliance on operating revenue from general rates (excludes utility revenues)*	General Rates - Pensioner Remissions / Total Operating Revenue - Gain on Sale of Developed Land
Current Ratio: *This measures the extent to which Council has liquid assets available to meet short term financial obligations*	Current Assets / Current Liabilities
Debt Servicing Ratio: *This indicates Council's ability to meet current debt instalments with recurrent revenue*	Interest Expense + Loan Redemption / Total Operating Revenue - Gain on Sale of Developed Land
Cash Balance - $M: *Cash balance include cash on hand, cash at bank and other short term investments.*	Cash Held at Period End
Cash Capacity in Months: *This provides an indication as to the number of months cash held at period end would cover operating cash outflows*	Cash Held at Period End / [[Cash Operating Costs + Interest Expense] / Period in Year]
Longer Term Financial Stability - Debt to Asset Ratio: *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*	Current and Non-current loans / Total Assets
Operating Performance: *This ratio provides an indication of Redland City Council's cash flow capabilities*	Net Cash from Operations + Interest Revenue and Expense / Cash Operating Revenue + Interest Revenue
Interest Coverage Ratio: *This ratio demonstrates the extent which operating revenues are being used to meet the financing charges*	Net Interest Expense on Debt Service / Total Operating Revenue

* 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.

11.2 COMMUNITY & CUSTOMER SERVICES

11.2.1 DECISIONS MADE UNDER DELEGATED AUTHORITY FOR CATEGORY 1, 2 & 3 DEVELOPMENT APPLICATIONS

Objective Reference:	**A2717247** **Reports and Attachments (Archives)**
Attachment:	**Decisions Made Under Delegated Authority 05.11.2017 to 25.11.2017**
Authorising Officer:	**Kim Kerwin** **Acting General Manager Community & Customer Services**
Responsible Officer:	**David Jeanes** **Group Manager City Planning & Assessment**
Report Author:	**Lisa Smith** **Acting Senior Business Support Officer**

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 only.

This information is provided for public interest.

BACKGROUND

At the General Meeting of 21 June 2017, Council resolved that development assessments be classified into the following four Categories:

Category 1 – Minor Code and Referral Agency assessments;
Category 2 – Moderately complex Code and Impact assessments;
Category 3 – Complex Code and Impact assessments; and
Category 4 – Major and Significant Assessments (not included in this report)

The applications detailed in this report have been assessed under:-

Category 1 - Minor Code assessable applications, Concurrence Agency Referral, minor Operational Works and minor Compliance Works; Minor Change requests and extension to currency period where the original application was Category 1. Procedural delegations for Limited and Standard Planning Certificates.

Delegation Level: Chief Executive Officer, General Manager, Group Managers, Service Managers, Team Leaders and Principal Planners as identified in the officer's instrument of delegation.

Category 2 - In addition to Category 1, moderately complex Code assessable applications, including Operational Works and Compliance Works and Impact assessable applications without objecting submissions; Other Change requests and variation requests where the original application was Category 1, 2, 3 or 4*. Procedural delegations including approval of works on and off maintenance, release of bonds and Full Planning Certificates.

** Provided the requests do not affect the reason(s) for the call in by the Councillor (or that there is agreement from the Councillor that it can be dealt with under delegation).*

Delegation Level: Chief Executive Officer, General Manager, Group Managers and Service Managers as identified in the officer's instrument of delegation.

Category 3 - In addition to Category 1 and 2, applications for Code or Impact assessment with a higher level of complexity. They may have minor level aspects outside a stated policy position that are subject to discretionary provisions of the planning scheme. Impact applications may involve submissions objecting to the proposal readily addressable by reasonable and relevant conditions. Assessing superseded planning scheme requests and approving a plan of subdivision.

Delegation Level**:** Chief Executive officer, General Manager and Group Managers as identified in the officer's instrument of delegation.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr T Huges**
Seconded by: **Cr P Gollè**

That Council resolves to note this report.

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

Decisions Made Under Delegated Authority 05.11.2017 to 11.11.2017

CATEGORY1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
CAR17/0151	Design & Siting - Open Carport and Boatport	The Certifier Pty Ltd	28-32 Buckland Street Wellington Point QLD 4160	Referral Agency Response - Planning	10/11/2017	NA	Approved	1
CAR17/0198	Design and Siting - Extension to Dwelling (Laundry Room)	Bartley Burns Certifiers & Planners	31 Dundas Street Ormiston QLD 4160	Referral Agency Response - Planning	07/11/2017	NA	Approved	1
OPW17/0027	Operational Works - Domestic Driveway Crossover 2nd Driveway	Michael John RANSOM	8 Binnacle Close Cleveland QLD 4163	Code Assessment	09/11/2017	NA	Development Permit	2
CAR17/0141	Design and Siting - Carport	Fastrack Building Certification	10 Tipplers Street Victoria Point QLD 4165	Referral Agency Response - Planning	27/10/2017	NA	Approved	4
CAR17/0180	Design and Siting - Shed	Pronto Building Approvals	8 Barcrest Drive Victoria Point QLD 4165	Referral Agency Response - Planning	10/11/2017	NA	Approved	4
CAR17/0202	Design and Siting - Dwelling	Bartley Burns Certifiers & Planners	145 Main Street Redland Bay QLD 4165	Referral Agency Response - Planning	06/11/2017	NA	Approved	5
MCU17/0047	Dwelling House	Earthcert On Behalf Of Ian Redfern	44 Barramundi Street Macleay Island QLD 4184	Code Assessment	09/11/2017	NA	Development Permit	5
MCU17/0051	New Dwelling	Bay Island Designs	30 Leichhardt Terrace Russell Island QLD 4184	Code Assessment	07/11/2017	NA	Development Permit	5

Decisions Made Under Delegated Authority 05.11.2017 to 11.11.2017

CATEGORY1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
CAR17/0213	Design and Siting - Dwelling	Professional Certification Group Pty Ltd	4 Woodhaven Close Redland Bay QLD 4165	Referral Agency Response - Planning	06/11/2017	NA	Approved	6
RAL17/0027	Change of an approval SB005137- Combined MCU Rezoning to Residential A and Standard Format Reconfiguration 52 lots and Park	East Coast Surveys Pty Ltd	46-68 Muller Street Redland Bay QLD 4165	Minor Change to Approval	09/11/2017	NA	Approved	6
MCU014005	Home Business	David Clark-Smith	2 Summer Bay Drive, Thornlands	Code Assessment	10/11/2017	NA	Approved	7
CAR17/0196	Design and Siting - Dwelling	Hallmark Homes C/ - Suncoast Building Approvals	19 Golliker Street Thornlands QLD 4164	Referral Agency Response - Planning	07/11/2017	NA	Approved	7
CAR17/0201	Design and Siting - Dwelling House	Jasmyn Lee DANIELS Todd Ryan HEFFERNAN	26 Congreve Crescent Thornlands QLD 4164	Referral Agency Response - Planning	06/11/2017	NA	Approved	7
DBW17/0019	Domestic Outbuilding-Shed	The Certifier Pty Ltd	12 Kurrajong Street Capalaba QLD 4157	Code Assessment	07/11/2017	NA	Development Permit	7
MCU013972	Dual Occupancy	JDC Designs & Planning	18 Keith Street Capalaba QLD 4157	Impact Assessment	07/11/2017	NA	Development Permit	9

Decisions Made Under Delegated Authority 05.11.2017 to 11.11.2017

CATEGORY2

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
OPW002149	Prescribed Tidal Works - Seawall	Sprout Architects	223-225 Shore Street North Cleveland QLD 4163	Code Assessment	10/11/2017	NA	Development Permit	2
OPW002233	Operational Works - Aged Care Facility Combined Civil and Landscaping - 91-99 King Street	Calibre Consulting (Qld) Pty Ltd Kane Constructions (Qld) Pty Ltd RSL Care Limited	87-113 King Street Thornlands QLD 4164	SPA - 15 Day Compliance Assessment	08/11/2017	NA	Compliance Certificate Approved	3
CAR17/0149	Build Over or Near Relevant Infrastructure - Swimming Pool	Nicole Elise BERNARDIN Robert Lloyd SHEERAN	66 Penzance Drive Redland Bay QLD 4165	Referral Agency Response - Engineering	09/10/2017	NA	Approved	5

Decisions Made Under Delegated Authority 12/11/17 and 18/11/17

CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
CAR17/0127	Design and Siting - Retaining Wall and Fence	Fluid Building Approvals	2 Bertson Crescent Wellington Point QLD 4160	Referral Agency Response - Planning	14/11/2017	NA	Approved	1
DBW17/0032	Secondary Dwelling	Bay Island Designs	6 Boronia Court NORTH STRADBROKE ISLAND	Code Assessment	17/11/2017	NA	Development Permit	2
CAR17/0200	Change to Development Approval BWP004321 (Design and Siting - Awning and Carport)	The Certifier Pty Ltd	250 Gordon Road Redland Bay QLD 4165	Minor Change to Approval	15/11/2017	NA	Approved	5
MCU17/0056	Dwelling	Zebra Design And Build Pty Ltd	81 Western Road Macleay Island QLD 4184	Code Assessment	13/11/2017	NA	Development Permit	5
MCU17/0077	Extension to Currency Period - MCU013097 Dwelling House SMBI	Bruce Herbert OPPERMAN	29 Cliff Terrace Macleay Island QLD 4184	Minor Change to Approval	15/11/2017	NA	Approved	5
CAR17/0208	Design and Siting - Patio	Fastrack Building Certification	12 Peart Parade Mount Cotton QLD 4165	Referral Agency Response - Planning	24/10/2017	NA	Approved	6
CAR17/0182	Design and Siting	Graham Michael NOBBS	28 Plymstock Street Alexandra Hills QLD 4161	Referral Agency Response - Planning	13/11/2017	NA	Approved	7
CAR17/0207	Design and Siting - Patio	Fastrack Building Certification	8 Drysdale Close Thornlands QLD 4164	Referral Agency Response - Planning	14/11/2017	NA	Approved	7
CAR17/0209	Design and Siting - Carport	Bartley Burns Certifiers & Planners	48 Handsworth Street Capalaba QLD 4157	Referral Agency Response - Planning	27/10/2017	NA	Approved	9

Decisions Made Under Delegated Authority 12/11/17 and 18/11/17

CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
MCU014005	Home Business	David CLARK-SMITH	2 Summer Bay Drive Thornlands QLD 4164	Code Assessment	14/11/2017	NA	Development Permit	3
OPW002226	Operational Works - Drive Through Restaurant, Refreshment Establishment and Shop (Civil Only)	Has Property Holdings Pty Ltd	108 Old Cleveland Road Capalaba QLD 4157	SPA - 15 Day Compliance Assessment	16/11/2017	NA	Compliance Certificate Approved	9
CAR17/0197	Design and Siting - Dwelling	Cornerstone Building Certification	14 Beachcrest Road Wellington Point QLD 4160	Referral Agency Response - Planning	17/11/2017	NA	Approved	1
CAR17/0211	Design and Siting - Dwelling	Applied Building Approvals	85A Princess Street Cleveland QLD 4163	Referral Agency Response - Planning	14/11/2017	NA	Approved	2
CAR17/0218	Design and Siting - Dwelling	Bartley Burns Certifiers & Planners	50 Bailey Road Birkdale QLD 4159	Referral Agency Response - Planning	17/11/2017	NA	Approved	8
CAR17/0206	Design and Siting - Patio	Fastrack Building Certification	17 Creek Road Birkdale QLD 4159	Referral Agency Response -	14/11/2017	NA	Approved	10
CAR17/0168	Design and Siting - Carport	Professional Certification Group Pty Ltd	54 Makaha Drive Birkdale QLD 4159	Referral Agency Response - Planning	10/11/2017	NA	Approved	10

Decisions Made Under Delegated Authority 12/11/17 and 18/11/17

CATEGORY 2

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
OPW17/0032	Operational Works - Domestic Driveway Crossover	Cornerstone Building Certification	14 Beachcrest Road Wellington Point QLD 4160	Code Assessment	17/11/2017	NA	Development Permit	1
OPW17/0037	Operational Works - Prescribed Tidal Works - Pontoon	Aqua Pontoons Pty Ltd	27 Sternlight Court Cleveland QLD 4163	Code Assessment	17/11/2017	NA	Development Permit	2
OPW17/0002	Operational Works - Beveridge Road - Road Extension Civil Works	Philip Usher Constructions Pty Ltd	359-379 Redland Bay Road Thornlands QLD 4164	Code Assessment	16/11/2017	NA	Development Permit	3
OPW17/0033	Operational Works - ROL- 3 into 9 Lots (ROL006168)	Sutgold Pty Ltd	552-554 Main Road Wellington Point QLD 4160	Code Assessment	15/11/2017	NA	Development Permit	1
OPW17/0014	Excavation & Fill (Stockpile of soil for property)	Sutgold Pty Ltd	168-172 Bunker Road Victoria Point QLD 4165	Code Assessment	13/11/2017	NA	Development Permit	6
OPW17/0028	Operational Works - ROL006172 1 into 2	Antech Constructions Pty Ltd	23 Thirlemere Road Alexandra Hills QLD 4161	Code Assessment	16/11/2017	NA	Development Permit	7
MC011384	Multiple dwellings x 8	DTS Group Pty Ltd Ken Drew Town Planning Pty Ltd Lawson Surveys	105-107 Mount Cotton Road Capalaba QLD 4157	Code Assessment	30/03/2009	14/11/17	Development Permit	9
OPW002232	Operational Works - Multiple Dwelling x 5 (MCU013357)	Modern Concept Homes Pty Ltd	93-95 Railway Parade Thorneside QLD 4158	SPA - 15 Day Compliance Assessment	15/11/2017	NA	Compliance Certificate Approved	10

Decisions Made Under Delegated Authority 19.11.2017 to 25.11.2017

CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
DBW17/0024	Private Swimming Pool	Newport Consulting Engineers C/- Professional Certification Group	235 Main Road Wellington Point QLD 4160	Code Assessment	24/11/2017	NA	Development Permit	1
CAR17/0220	Design and Siting - Fence and Retaining Wall	Bartley Burns Certifiers & Planners	1 Hayes Street Thornlands QLD 4164	Referral Agency Response - Planning	22/11/2017	NA	Approved	3
CAR17/0222	Design and Siting - Carport	Geoffrey James WORRALL	77 Dart Street Redland Bay QLD 4165	Referral Agency Response - Planning	23/11/2017	NA	Approved	5
MCU17/0066	Dwelling House	Beverley Anne CHADWICK	10 Coorong Street Macleay Island QLD 4184	Code Assessment	23/11/2017	NA	Development Permit	5
RAL17/0017	Reconfiguring a Lot - Standard Format - 3 into 2 Lots - Boundary Realignment	East Coast Surveys Pty Ltd	25 Coorong Street Macleay Island QLD 4184	Code Assessment	21/11/2017	NA	Development Permit	5
CAR17/0221	Design and Siting - Dwelling	Platinum Building Approvals	12 Woodhaven Close Redland Bay QLD 4165	Referral Agency Response - Planning	24/11/2017	NA	Approved	6
CAR17/0224	Design and Siting - Carport	The Certifier Pty Ltd	2 Beverley Court Redland Bay QLD 4165	Referral Agency Response - Planning	24/11/2017	NA	Approved	6
DBW17/0022	Domestic Outbuilding	Strickland Certification Pty Ltd	1-3 Woodcrest Close Redland Bay QLD 4165	Code Assessment	20/11/2017	NA	Development Permit	6
CAR17/0230	Design and Siting - Shed	Fluid Approvals	17 Newhaven Street Alexandra Hills QLD 4161	Referral Agency Response - Planning	09/11/2017	NA	Approved	7

Decisions Made Under Delegated Authority 19.11.2017 to 25.11.2017

CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
MCU17/0048	Dwelling House	Ronald Frederick LAWRENCE Roslyn Ruth LAWRENCE	318 Queens Esplanade Birkdale QLD 4159	Code Assessment	21/11/2017	NA	End Information Request	10
CAR17/0153	Design and Siting - Garage	Residential Building Approvals	16 Boom Court Birkdale QLD 4159	Referral Agency Response - Planning	08/11/2017	NA	Approved	10
CAR17/0226	Design and Siting - Outbuilding	The Certifier Pty Ltd	40 Avalon Road Sheldon QLD 4157	Referral Agency Response - Planning	08/11/2017	NA	Approved	6
CAR17/0223	Design and Siting - Shed Extension	Titan Enterprises (Qld) Pty Ltd	13 Dalston Street Wellington Point QLD 4160	Referral Agency Response - Planning	23/11/2017	NA	Approved	8

Decisions Made Under Delegated Authority 19.11.2017 to 25.11.2017

CATEGORY 2

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
OPW17/0035	Operational Works - Prescribed Tidal Works - Pontoon	Aqua Pontoons Pty Ltd	59 Anchorage Drive Cleveland QLD 4163	Code Assessment	20/11/2017	NA	Development Permit	2
OPW17/0041	Operational Works - Domestic Driveway Crossover	Luis HENRIQUES	74 Salisbury Street Redland Bay QLD 4165	Code Assessment	22/11/2017	NA	Development Permit	5
OPW17/0038	Operational Works - Domestic Driveway Crossover	Robert Michael KING	3 Dory Close Redland Bay QLD 4165	Code Assessment	22/11/2017	NA	Development Permit	6
CAR17/0210	Build over / near relevant infrastructure - Swimming Pool	Glenn MURRANT	25 Saul Street Thorneside QLD 4158	Referral Agency Response - Engineering	21/11/2017	NA	Approved	10
OPW002005.PS	The Rise - Sewage pump station	Orchard (Thornlands) Developments Pty Ltd	92-94 Kinross Road Thornlands QLD 4164	Code Assessment	22/11/2017	NA	Development Permit	7
OPW002240	Combined Operational and Landscaping Works - Multiple Dwelling x 3 Units (MCU013565)	Melissa Anna DAJIC	164 Finucane Road Alexandra Hills QLD 4161	SPA - 15 Day Compliance Assessment	24/11/2017	NA	Compliance Certificate Approved	8
MCU014025	Aged Persons and Special Needs Housing (90 Units)	Wolter Consulting Group	10-16 Salisbury Street Redland Bay QLD 4165	Code Assessment	22/11/2017	NA	Development Permit	5

11.2.2 DEVELOPMENT AND PLANNING RELATED APPEALS LIST CURRENT AS AT 28 NOVEMBER 2017

Objective Reference:	**A2727941** **Reports and Attachments (Archives)**
Authorising Officer	**Kim Kerwin** **Acting General Manager Community & Customer Services**
Responsible Officer:	**David Jeanes** **Group Manager City Planning & Assessment**
Author:	**Emma Martin** **Senior Appeals Planner**

PURPOSE

The purpose of this report is for Council to note the current development and planning related appeals and other related matters/proceedings.

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) Judgments 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. Court of Appeal

Information on the process and how to search for a copy of Court of Appeal documents can be found at the Supreme Court (Court of Appeal) website: http://www.courts.qld.gov.au/courts/court-of-appeal/the-appeal-process

3. 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) 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.

b) Information about the appeal or declaration, including the appeal number, name and year, the site address and local government.

4. Department of Housing and Public Works (DHPW)

Information on the process and remit of development tribunals can be found at the DHPW website:
http://www.hpw.qld.gov.au/construction/BuildingPlumbing/DisputeResolution/Pages/default.aspx

PLANNING & ENVIRONMENT COURT APPEALS

1.	**File Number:**	Appeal 3641 of 2015 (MCU012812)
Applicant:		**King of Gifts Pty Ltd and HTC Consulting Pty Ltd**
Application Details:		Material Change of Use for Combined Service Station (including car wash) and Drive Through Restaurant 604-612 Redland Bay, Road, Alexandra Hills
Appeal Details:		Applicant appeal against refusal.
Current Status:		Appeal filed in Court on 16 September 2015. Trial held 1-3 August 2017. Judgment handed down on 6 November 2017. Appeal allowed. Queensland Court of Appeal deadline – 18 December 2017.

2.	**File Number:**	Appeal 4807 of 2016 (MCU013719)
Applicant:		**IVL Group Pty Ltd and Lanrex Pty Ltd**
Application Details:		Car park at 32A Teak Lane, Victoria Point (Lot 12 on SP147233)
Appeal Details:		Applicant appeal against Council refusal
Current Status:		Appeal filed 6 December 2016. Mediation held on 7 June 2017. Hearing commenced on 21 August 2017. Judgment handed down on 23 November 2017. The appeal is dismissed, which means the application is refused.

3.	**File Number:**	Appeal 1476 of 2017 (MC008414)
Applicant:		**Cleveland Power Pty Ltd**
Application Details:		Request to extend the relevant period – Biomass Power Plant at 70-96 Hillview Road, Mount Cotton (Lot 2 on RP30611)
Appeal Details:		Appeal against Council refusal
Current Status:		Appeal filed 27 April 2017.

4.	**File Number:**	Appeal 2377 of 2017 (MCU013735)
Applicant:		**Barro Group Pty Ltd**
Application Details:		Tourist Accommodation (Mount Cotton Retreat) at 315-355 West Mount Cotton Road, Mount Cotton (Lot 9 on RP186559)
Appeal Details:		Submitter appeal against Council approval
Current Status:		Appeal filed 29 June 2017. Settled by consent order on 20 November 2017. The appeal has been allowed and the application refused.

5.	**File Number:**	Appeal 4515 of 2017 (ROL006084)
Applicant:		**Australian Innovation Centre Pty Ltd**
Application Details:		Reconfiguring a Lot (1 into 22 lots and park) at 289-301 Redland Bay Road, Thornlands (Lot 5 on RP14839)
Appeal Details:		Deemed refusal appeal
Current Status:		Appeal filed 23 November 2017.

APPEALS TO THE QUEENSLAND COURT OF APPEAL

6.	**File Number:**	CA11075/17 (MCU013296)
Applicant:		**Nerinda Pty Ltd**
Application Details:		Preliminary Approval for Material Change of Use for Mixed Use Development and Development Permit for Reconfiguring a Lot (1 into 2 lots) 128-144 Boundary Road, Thornlands (Lot 3 on SP117065)
Appeal Details:		Co-respondent appeal against decision of the P&E Court
Current Status:		Application for leave to appeal filed 23 October 2017. Appellant submissions due 20 November 2017. Co-respondent submissions due 11 December 2017.

OTHER PLANNING & ENVIRONMENT COURT MATTERS

There are no other current matters.

DEVELOPMENT TRIBUNAL APPEALS AND OTHER MATTERS

7.	**File Number:**	CAR17/058
Applicant:		**Sean and Jane Carroll**
Application Details:		Development application to construct a carport at 22 Sommersea Court, Cleveland (Lot 666 on CP853643)
Appeal Details:		Appeal against Council's Referral Agency response that the application should be refused
Current Status:		Notice of appeal received on 27 November 2017.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr P Bishop**
Seconded by: **Cr P Mitchell**

That Council resolves to note this report.

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

11.2.3 CHRISTMAS DELEGATIONS 2017

Objective Reference:	**A2706286** **Reports and Attachments (Archives)**
Authorising Officer:	**Louise Rusan** **General Manager Community & Customer Services**
Responsible Officer:	**David Jeanes** **Group Manager City Planning & Assessment**
Report Author:	**Debra Weeks** **Senior Business Support Officer**

PURPOSE

The purpose of this report is to recommend that Council conditionally delegates its powers under the *Planning Act 2016* from 14 December 2017 to 23 January 2018 (inclusive), to comply with legislative timeframes and ensure continuity within this decision-making process.

BACKGROUND

Under the *Planning Act 2016* (the Act) Council has the power to:

decide development applications; and

provide instructions to legal counsel for appeal matters actioned under Chapter 6 of the Act.

With the last meeting of Council for 2017 to be held on 13 December 2017 and the first meeting of 2018 to be held on 24 January 2018, there is a gap of six weeks for any potential development application decisions under the Act, which need to meet legislative timeframes.

ISSUES

To comply with the legislative timeframes and ensure continuity within this decision-making process it is proposed that Council delegates, under section 257 of the *Local Government Act 2009*, its powers under the Planning Act 2016:

1. to the Mayor, for the period 14 December 2017 to 23 January 2018 (inclusive);
2. subject to the condition that this delegation can only be exercised where the relevant Divisional Councillor and the Chief Executive Officer have been:
    a) personally provided with a copy of each assessment report that would normally be determined by Council; and
    b) granted a period of three (3) business days from the receipt of the report in which to comment, prior to that application being determined.

A report will be presented to Council in February 2018 detailing all matters determined under delegated authority during the subject period.

In accordance with section 165 of the Local Government Act 2009, during any absence (leave or otherwise) of the Mayor, the Deputy Mayor acts for the Mayor. As such, should the Mayor take leave during this period, the delegation is automatically transferred to the Acting Mayor (ie Deputy Mayor).

STRATEGIC IMPLICATIONS

Legislative Requirements

This report provides for any potential development application decisions under the Planning Act 2016 that may need to be made to meet legislative timeframes.

Risk Management

This report reduces possible risks associated with any potential development application decisions under the Planning Act 2016, which may need to be made to meet legislative timeframes.

Financial

There are no financial implications associated with this report.

People

This report provides a system to support officers involved in development applications.

Environmental

There are no environmental implications associated with this report.

Social

This report provides a process to ensure development application decisions are made within legislative timeframes to support good decision making practices for applicants and the community.

Alignment with Council's Policy and Plans

This report aligns with Council’s policies and plans and supports good decision making processes.

CONSULTATION

The City Planning and Assessment Group were consulted in the preparation of this report.

OPTIONS

Option 1

That Council resolves to delegate, under section 257 of the *Local Government Act 2009*, its powers under the *Planning Act 2016*:

1. To the Mayor, for the period 14 December 2017 to 23 January 2018 (inclusive); and
2. Subject to the condition that this delegation can only be exercised where the relevant Divisional Councillor and the Chief Executive Officer have been:
    a. Personally provided with a copy of each development report that would normally be determined by Council; and
    b. Granted a period of three (3) business days from the receipt of the report in which to comment, prior to that application being determined.

Option 2

That Council resolves to amend, or not adopt the Officer's Recommendation and provide an alternative resolution on this matter.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr T Huges**
Seconded by: **Cr M Edwards**

That Council resolves to delegate, under section 257 of the *Local Government Act 2009*, its powers under the *Planning Act 2016*:

1. **To the Mayor, for the period 14 December 2017 to 23 January 2018 (inclusive); and**
2. **Subject to the condition that this delegation can only be exercised where the relevant Divisional Councillor and the Chief Executive Officer have been:**
   a. **Personally provided with a copy of each development report that would normally be determined by Council; and**
   b. **Granted a period of three (3) business days from the receipt of the report in which to comment, prior to that application being determined.**

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

Cr Bishop declared a material personal interest in the following item, stating that he is the owner of the property associated with the application. Cr Bishop left the room at 10.17am.

11.2.4 RAL17/0002 - 7 ST JAMES ROAD, BIRKDALE

Objective Reference:	**A2717516** **Reports and Attachments (Archives)**
Attachments:	**1. Subdivision Proposal Plan** **2. Layout Plan Details and Notes**
Authorising Officer:	**Kim Kerwin** **Acting General Manager Community and Customer Services**
Responsible Officer:	**David Jeanes** **Group Manager City Planning and Assessment**
Report Author:	**Ellen Dwyer** **Planning Officer**

PURPOSE

Council has received an application seeking approval for Reconfiguring a Lot for a 1 into 2 lots subdivision.

The site is located at 7 St James Road, Birkdale and is zoned Low-density Residential.

The application was made in accordance with the *Planning Act 2016*, and is code assessable under the Redlands Planning Scheme v7.1. The key issues identified in the assessment are:

- Lot size; and
- Stormwater.

The issues listed above have been addressed in the report.

BACKGROUND

There are no previous planning approvals relevant to this proposal. The site contains an existing dwelling house and ancillary structures.

ISSUES

Development Proposal and Site Description

Proposal

The application is for a one (1) into two (2) lots reconfiguration that will result in the following:

- Proposed Lot 40 is an irregular lot with an area of 2017m² and a frontage of 28m to St James Road; and
- Proposed Lot 41 is an internal lot with an area of 2030m² which is inclusive of the 5m wide accessway.

The applicant has indicated that the existing dwelling and domestic outbuildings are to be retained.

Site & Locality

The site has an area of 4047m² and is currently improved by a single dwelling, domestic outbuildings and a private swimming pool. The site is predominantly clear of native vegetation and the land slopes from the centre of the lot towards both the rear and front of the property.

The site is located on the northern side of St James Road and adjoins Low Density Residential zoned properties on all sides. The site is located within 400m of a small retail complex and the nearest train station. The surrounding neighbourhood is an established residential area with predominantly single lot housing on larger lot sizes.

Consultation

The Planning Assessment Team has consulted with other assessment teams where appropriate. Comments and conditions from the internal referral teams have been included in this report and the conditions package where appropriate.

Application assessment

Planning Act 2016

The application has been made in accordance with the *Planning Act 2016* and the Development Assessment Rules and constitutes an application for Reconfiguring a Lot under the Redlands Planning Scheme.

SEQ Regional Plan 2009-2031

The site is located within the Urban Footprint in the SEQ Regional Plan 2009-2031.

State Policies & Regulations

State Planning Policy / Regulation	Applicability to Application
Koala Habitat Area	Reconfiguration of a Lot is not prohibited development under the Planning Regulation Schedule 10, Part 10. The site is located within the mapped area designated as Medium Value Other and requires assessment against Schedule 11, Part 6. There are no trees proposed to be removed as part of the development. Additionally, any further development of the site for domestic purposes will be subject to approval due to the site being mapped as Koala Habitat under the Redlands Planning Scheme Habitat Protection Overlay. At such time that an application is lodged, the suitability of the proposal will be assessed against the relevant provisions. In this instance for the proposed reconfiguration, there are no requirements under the regulation.
Infrastructure Charges	The development is subject to infrastructure charges in accordance with the SPRP (adopted charges) and Council's adopted resolution. Details of the charges applicable have been provided under the Infrastructure Charges heading of this report.
State Planning Policy 2017 (SPP)	**Strategic airports and aviation facilities** The proposed development does not trigger assessment against the Strategic Airports and Aviation Facilities provisions of the SPP. There are no further requirements under this designation.

Redlands Planning Scheme

The application has been assessed under the Redlands Planning Scheme version 7.1. The application is subject to code assessment and the following codes are applicable to the assessment:

- Low Density Residential Zone Code;
- Reconfiguration Code;
- Development Near Underground Infrastructure Code;
- Excavation and Fill Code;
- Infrastructure Works Code;
- Stormwater Management Code;
- Acid Sulfate Soils Overlay;
- Air Space and Aviation Facilities Overlay;
- Habitat Protection Overlay; and
- Road and Rail Noise Impacts Overlay.

The proposed development has been assessed against the abovementioned codes and alternative performance solutions to probable solutions in the applicable codes have been outlined below. Where no further comment or reference is made the development is considered to comply, this may include the inclusion of conditions to ensure this is the case.

Reconfiguration Code

Probable Solution P2.1 (2) and P3 of the Reconfiguration Code require the proposed reconfiguration plan to meet the minimum lot size prescribed in Table 1. For internal lots in the Low Density Residential Zone, the minimum area prescribed as 2000m² excluding the accessway.

In this instance proposed Lot 41 has a proposed area of 2030m² including the accessway, which results in a smaller lot size that identified in the Probable Solutions. However, compliance with probable solutions is not mandatory. Where not meeting Probable Solution P2.1 (2) and P3, the proposal is assessed against Specific Outcomes S2.1 and S3 and, relatively, is considered compliant as follows:

- The proposal will not negatively impact on the amenity of the adjoining residents as the proposed lot sizes can easily accommodate dwelling houses that can comply with setbacks and site cover requirements of the Low Density Residential Zone Code.
- The lot size of the internal lot is adequate for onsite manoeuvring of vehicles and the proposed access way of 5m, is greater than the requirements in the Reconfiguration code.
- The proposal meets the proposed density in the Low Density Residential Zone, it will result in detached housing on larger land parcels and accordingly is not considered an over development of the site.

It is considered that the lot size will not materially impact on the development and that the intent of both the zone and the Reconfiguration code will be achieved.

Stormwater Management Code

The proposed stormwater solution is a performance solution pursuant to Specific Outcome S3 of the Stormwater Management Code. Specific Outcome S3 requires the design to have the capacity to control roof and surface run-off, and any excess flows from the upstream land.

The concept design incorporates a trench system that will collect future roof water and allow this to permeate into the surrounding soil to ensure that no nuisance water should be experienced on the lower lot. The proposal also includes a 6m buffer area which will be heavily planted to further increase the absorption of water surrounding the soakage trench. Calculations to support this design will be assessed as part of an operational works application recommended to be conditioned as part of this approval.

Infrastructure Charges

The proposed development is subject to infrastructure charges in accordance with the State Planning Regulatory Provisions (adopted charges). The total charge applicable to this development is:

Total charge: $28,335.90

This charge has been calculated as follows in accordance with Council's Adopted Infrastructure Charges Resolution (No. 2.3) August 2016 and Schedule 16 of the *Planning Regulation 2017*.

Notice #001755

Residential Component	
2 X 3 bedroom residential dwellings X $28,335.9	$56,671.80
Demand Credit	
1 X 3 bedroom residential dwellings X $28,335.9	$28,335.90
Total Council Charge:	**$28,335.90**

Offsets

There are no offsets that apply under Chapter 4 Part 2 of the Planning Act 2016.

Refunds

There are no refunds that apply under Chapter 4 Part 2 of the Planning Act 2016

STRATEGIC IMPLICATIONS

Legislative Requirements

In accordance with the *Planning Act 2016* this development application has been assessed against the Redlands Planning Scheme V7.1 and other relevant planning instruments.

Risk Management

The standard development application risks apply. In accordance with the *Planning Act 2016* the applicant may appeal to the Planning and Environment Court against a condition of approval or against a decision to refuse.

Financial

If approved, Council will collect infrastructure contributions in accordance with the State Planning Regulatory Provisions (adopted charges) and Council's Adopted Infrastructure Charges Resolution.

If the development is refused, there is potential that an appeal will be lodged and subsequent legal costs may apply.

People

Not applicable. There are no implications for staff.

Environmental

Environmental implications are detailed within the assessment in the “issues” section of this report.

Social

Social implications are detailed within the assessment in the “issues” section of this report.

Alignment with Council's Policy and Plans

The assessment and officer’s recommendation align with Council’s policies and plans as described within the “issues” section of this report.

CONSULTATION

The assessment manager has consulted with other internal assessment teams where appropriate. Advice has been received from relevant officers and forms part of the assessment of the application.

OPTIONS

The development application has been assessed against the Redlands Planning Scheme and relevant State planning instruments. The development is considered to comply with the instruments as outlined in the report. Having due regard to the applicant’s proposal, it is recommended that a Development Permit be issued subject to conditions.

Option One

That Council resolves to adopt the officer’s recommendation to issue a development permit subject to conditions.

Option Two

That Council resolves to approve without conditions or subject to amended conditions.

Option Three

That Council resolves to issue a preliminary approval subject to additional requirements.

Option Four

That Council resolves to refuse the application.

OFFICER’S RECOMMENDATION/ COUNCIL RESOLUTION

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

That Council resolves to issue a Development Permit for the Reconfiguring a Lot for a 1 into 2 lots subdivision, on land described as Lot 4 on RP174083 and situated at 7 St James Road, Birkdale, subject to the following conditions.

ASSESSMENT MANAGER CONDITIONS		TIMING
1.	Comply with all conditions of this approval, at no cost to Council, at the timing periods specified in the right-hand column. Where the column indicates that the condition is an ongoing condition, that condition must be complied with for the life of the development.	
Approved Plans and Documents		
2.	Undertake the development in accordance with the approved plans and documents referred to in Table 1, subject to the conditions of this approval and any notations by Council on the plans.	Prior to Council approval of the Survey Plan.

Plan/Document Title	Reference Number	Prepared By	Plan/Doc. Date
Subdivision Proposal Plan	5541	East Coast Surveys	N/A
Layout Plan Details and Notes	170006-P1/A	Ray Wassenberg Consulting Engineer	10/2017

Table 1: Approved Plans and Documents

Existing Structures		
3.	Demolish or relocate/remove or obtain the relevant approvals for all existing structures on proposed Lot 41, including all slabs and footings, in accordance with the approved plan(s) and cap all services prior to demolition commencing.	Prior to Council approval of the Survey Plan.
4.	Remove any existing fences and/or incidental works that straddle the new boundaries, or alter to realign with the new property boundaries or to be wholly contained within one of the new properties.	Prior to Council approval of the Survey Plan.
Split Valuation		
5.	Pay a contribution to Council for the purposes of paying the State Government Split Valuation Fees. The current value of the contribution is $36.50 per allotment (2017/2018 Financial Year). The amount of contribution must be paid at the rate applicable at the time of payment. A Split Valuation Fee is required for each allotment contained on the Plan(s) of Survey, including balance lots.	Prior to Council approval of the Survey Plan.
Survey Control Information		
6.	Include connections on the survey plan to at least two separate corners from two control marks with a valid DNRM Order or Horizontal Positional Uncertainty. These marks must be shown on the face of the Survey Plan within the Reference Mark or Permanent Survey Mark Tables. The mark number and coordinates should be listed in the cover letter.	As part of the request for assessment of the Survey Plan
7.	Supply a completed Form 6 (Permanent Survey Mark Sketch and Data Sheet) with the Survey Plan for any new Permanent Survey Marks (PSMs) placed. Where new PSMs are placed the requirements of the Redlands Planning Scheme Part 11 Policy 9 (with particular reference to 9.2.7.2 and 9.2.7.4) must be met. Ensure the Form 6 includes: • the mark's AHD Reduced Level (RL); • the vertical origin mark number; • the RL of the vertical origin mark adopted; • the mark's MGA coordinates (easting and northing); • the horizontal and vertical accuracy to which the mark has been fixed; and • the method by which the mark has been fixed in height and position.	As part of the request for assessment of the Survey Plan
8.	Comply with the requirements of the Survey and Mapping Infrastructure Act 2003.	As part of the request for assessment of the Survey Plan

Landscaping Works		
9.	**Pay to Council a monetary contribution for street tree planting for two street trees. The contribution must be calculated in accordance with the Redlands Planning Scheme Policy 3 Chapter 3 – Landscaping and must be paid at the rate current at the time of payment under Council's Fees and Charges Schedule. The current rate is $172 per tree (2017/2018 Financial Year).**	**Prior to Council approval of the Survey Plan.**
10.	**Remove all weed species, as identified in Part B of Council's Pest Management Plan 2012-2016.**	**Prior to Council approval of the Survey Plan.**
11.	**Turf all areas of disturbance within the road verge with turf cut from a weed free source containing no viable weed seed.**	**Prior to Council approval of the Survey Plan.**
Utility Services		
12.	**Relocate any services (eg water, sewer, electricity, telecommunications and roofwater) that are not wholly located within the lots that are being serviced.**	**Prior to Council approval of the Survey Plan.**
13.	**Pay the cost of any alterations to existing public utility mains, services or installations due to building and works in relation to the proposed development, or any works required by conditions of this approval. Any cost incurred by Council must be paid in accordance with the terms of any cost estimate provided to perform the works.**	**At the time the works occur, or prior to Council approval of the Survey Plan, whichever is the sooner.**
14.	**Design and install underground electricity and telecommunication conduits to service proposed Lots 40 and 41 in accordance with the requirements of the relevant service providers and the Redlands Planning Scheme Infrastructure Works code and Planning Scheme Policy 9 – Infrastructure Works. Provide Council with written confirmation of the service provider agreements to the supply of electricity and telecommunication services.**	**Prior to Council approval of the Survey Plan.**
Land Dedication and Design		
15.	**Grant easements for the following and submit the relevant easement documentation to Council for approval. Once approved by Council, register the easements on the property title.** **a) Access purposes 1m wide to and around any sewer maintenance holes or structures in favour of Redland City Council and its agents.**	**As part of the request for assessment of the Survey Plan.**
Access and Roadworks		
16.	**Submit to Council, and obtain operational works approval for the construction of a minimum 3.0m wide concrete driveway and all services including electricity, telecommunications, water and stormwater to service proposed rear Lot 41 in accordance with the Redlands Planning Scheme Reconfiguration Code.**	**As part of the application for operational works.**
17.	**Remove all redundant vehicle crossovers and reinstate kerb and channel, road pavement, service and footpaths as specified in accordance with the standards in the Redlands Planning Scheme Policy 9 – Infrastructure Works.**	**Prior to Council approval of the Survey Plan.**
Stormwater Management		
18.	**Convey roof water and surface water in accordance with the Redlands Planning Scheme Policy 9 Chapter 6 – Stormwater Management to a lawful point of discharge being;** **• An onsite stormwater solution for proposed Lot 41 or directed to the kerb and channel in St James Road (subject to operational works assessment); and** **• The kerb and channel within St James Road for proposed Lot 40.**	**Prior to the compliance inspection or Council approval of the Survey Plan; whichever is the sooner.** **Ongoing condition.**
19.	**Manage stormwater discharge from the site in accordance with the Redlands Planning Scheme Policy 9 Chapter 6 –**	**Prior to the compliance inspection or Council**

	Stormwater Management, so as to not cause an actionable nuisance to adjoining properties.	**approval of the Survey Plan; whichever is the sooner.** **Ongoing condition.**
20.	**Submit to Council, and receive Operational Works approval for, a stormwater assessment that addresses quantity in accordance with Condition 18 and the Redlands Planning Scheme Policy 9 Chapter 6 – Stormwater Management.**	**As part of the application for Operational Works or prior to Council approval of the Survey Plan, whichever is the sooner.**
Waste Management		
21.	**Provide bin service bays for placement of waste and recycling bins for the purpose of emptying bins only (not for storage of bins) to serve proposed Lot 41. Construct each bin bay of stamped concrete in accordance with the following:** • **2m long x 1m wide on the road frontage adjacent to each lot.** • **Located so that the length is parallel to the road edge without impeding any swale drainage or existing/proposed driveway.** • **Marked 'bin service bay' in letters of 200mm height.**	**Prior to Council approval of the Survey Plan.**
Water and Wastewater		
22.	**Connect all lots to the existing reticulated sewerage and reticulated water systems. Submit to Council for approval an application for Operational Works showing the proposed works are in accordance with the SEQ Water Supply and Sewerage Design and Construction Code and the Redlands Planning Scheme Policy 9 – Infrastructure Works.**	**Prior to Council approval of the Survey Plan.**
23.	**Provide a high flow bypass and private hydrant to service to the proposed rear lot 41.** ***Note: This will require a plumbing approval.***	**Prior to Council approval of the Survey Plan.**
24.	**Remove any redundant sewerage connections within the site or servicing the development and provide documentary evidence to Council or its delegate that this has occurred.**	**Prior to Council approval of the Survey Plan.**
25.	**Reconnect the existing dwelling to new sewerage and/or water connections and services and locate all private plumbing and drainage associated with the dwelling wholly within the lot.**	**Prior to Council approval of the Survey Plan.**
Sediment and Erosion Control		
26.	**Design, implement and maintain measures and practices in accordance with "Best Practice Erosion and Sediment Control" published by the International Erosion Control Association (Australasian Chapter) (2008).**	**During the construction phase.**
Dust Control		
27.	**Implement dust control measures at each phase of site development and operation in accordance with IECA (2008) Best Practice Erosion and Sediment Control.**	**During any site works and construction phase.**

ADDITIONAL APPROVALS

The following further Development Permits are necessary to allow the development to be carried out.

- **Operational Works approval is required for the following works as detailed in the conditions of this approval:**
  - **Sewer Reticulation Works**
  - **Stormwater Works**
  - **Driveway Works**
- **Building works – demolition:**
  - **Provide evidence to Council that a Demolition Permit has been issued for structures that are required to be removed and/or demolished from the site in association with this development.**

Further approvals, other than a Development Permit, are also required for your development. This includes, but is not limited to, the following:

- **Capping of Sewer – for demolition of existing buildings on site.**
- **Plumbing and drainage approval.**
- **Road Opening Permit – for any works proposed within an existing road reserve.**

ASSESSMENT MANAGER ADVICE

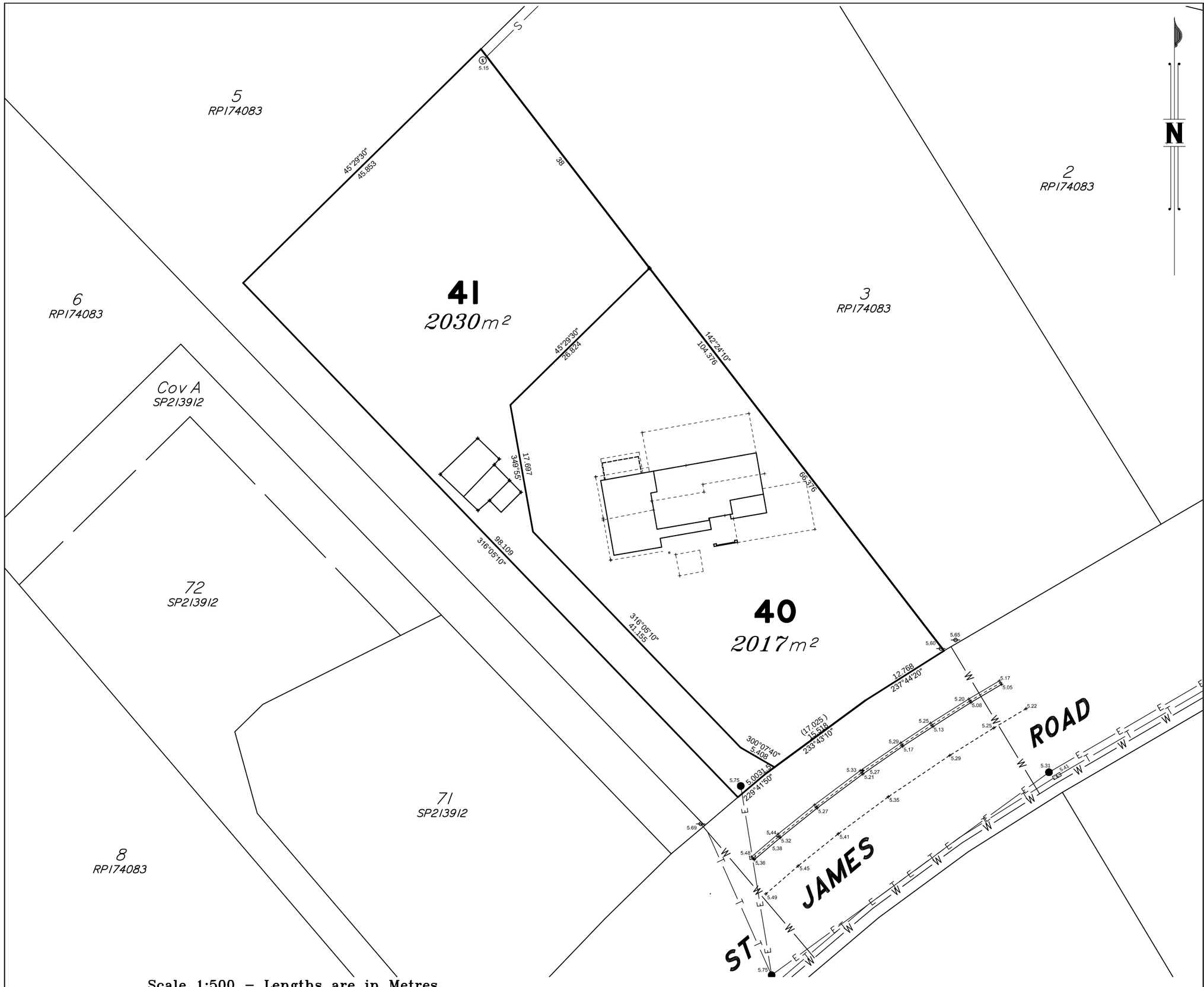
- **Infrastructure Charges**
  Infrastructure charges apply to the development in accordance with the State Planning Regulatory Provisions (adopted charges) levied by way of an Infrastructure Charges Notice. The infrastructure charges are contained in the attached Redland City Council Infrastructure Charges Notice.
- **Live Connections**
  Redland Water is responsible for all live water and wastewater connections. Contact *must* be made with Redland Water to arrange live works associated with the development.
  Further information can be obtained from Redland Water on 07 3829 8999.
- **Coastal Processes and Sea Level Rise**
  Please be aware that development approvals issued by Redland City Council are based upon current lawful planning provisions which do not necessarily respond immediately to new and developing information on coastal processes and sea level rise. Independent advice about this issue should be sought.
- **Hours of Construction**
  Please be aware that you are required to comply with the *Environmental Protection Act* in regards to noise standards and hours of construction.
- **Performance Bonding**
  Security bonds may be required in accordance with the Redlands Planning Scheme Policy 3 Chapter 4 – Security Bonding. Bond amounts are determined as part of an Operational Works approvals and will be required to be paid prior to the pre-start meeting or the development works commencing, whichever is the sooner.
- **Survey and As-constructed Information**
  Redland City Council will be transitioning to ADAC XML submissions for all asset infrastructure once the Redlands draft City Plan has been adopted. While current Redland Planning Scheme Policies do not mandate its use, RCC encourages the utilisation of this methodology for submissions.
- **Plan Sealing Information**
  To expedite the processing of survey plans, a survey plan checklist is available on Council's website at: https://www.redland.qld.gov.au/info/20016/planning_and_development/348/forms_for_planning_and_development
  You should complete this checklist and submit it to Council with your survey plan(s).
- **Services Installation**
  It is recommended that where the installation of services and infrastructure will impact on the location of existing vegetation identified for retention, an experienced and qualified arborist that is a member of the Australian Arborist Association or equivalent association, be commissioned to provide impact reports and on site supervision for these works.
- **Fire Ants**
  Areas within Redland City have been identified as having an infestation of the Red Imported Fire Ant (RIFA). It is recommended that you seek advice from the Department of Agriculture, Fisheries and Forestry (DAFF) RIFA Movement Controls in regards to the movement of extracted or waste soil, retaining soil, turf, pot plants, plant material, baled hay/straw, mulch or green waste/fuel into, within and/or out of the City from a property inside a restricted area. Further information can be obtained from the DAFF website www.daff.qld.gov.au
- **Cultural Heritage**
  Should any aboriginal, archaeological or historic sites, items or places be identified, located or exposed during the course or construction or operation of the development, the *Aboriginal and Cultural Heritage Act 2003* requires all activities to cease. For indigenous cultural heritage, contact the Department of Aboriginal and Torres Strait Islander Partnerships.
- **Fauna Protection**

	It is recommended an accurate inspection of all potential wildlife habitats be undertaken prior to removal of any vegetation on site. Wildlife habitat includes trees (canopies and lower trunk) whether living or dead, other living vegetation, piles of discarded vegetation, boulders, disturbed ground surfaces, etc. It is recommended that you seek advice from the Queensland Parks and Wildlife Service if evidence of wildlife is found.
•	**Environment Protection and Biodiversity Conservation Act** **Under the Commonwealth Government's *Environment Protection and Biodiversity Conservation Act* (the EPBC Act), a person must not take an action that is likely to have a significant impact on a matter of national environmental significance without Commonwealth approval. Please be aware that the listing of the Koala as vulnerable under this Act may affect your proposal. Penalties for taking such an action without approval are significant. If you think your proposal may have a significant impact on a matter of national environmental significance, or if you are unsure, please contact Environment Australia on 1800 803 772. Further information is available from Environment Australia's website at www.ea.gov.au/epbc** **Please note that Commonwealth approval under the EPBC Act is independent of, and will not affect, your application to Council.**

CARRIED 10/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson and Williams voted FOR the motion.

Cr Bishop was not present when the motion was put.



East Coast Survey
(Aust)

Pty. Ltd. ACN 111 434 005

Licensed Surveyors & Subdivision Consultan

P.O. BOX 168 Capalaba QLD
Ph (07) 3823 1029 Fax (07) 3823 2
Email info@eastcoastsurveys.com.a

The areas and dimensions on this plan are approxim only and are subject to Local Government Approval a final survey.

Subdivision Proposal Pl

Lot 4 on RP17408
7 ST JAMES ROAD
BIRKDALE

LOCAL AUTHORITY Redland City
LEVEL DATUM : AHD Derived
RL : 6.165 PM 73096
CONTOUR INTERVALS : 0.25m

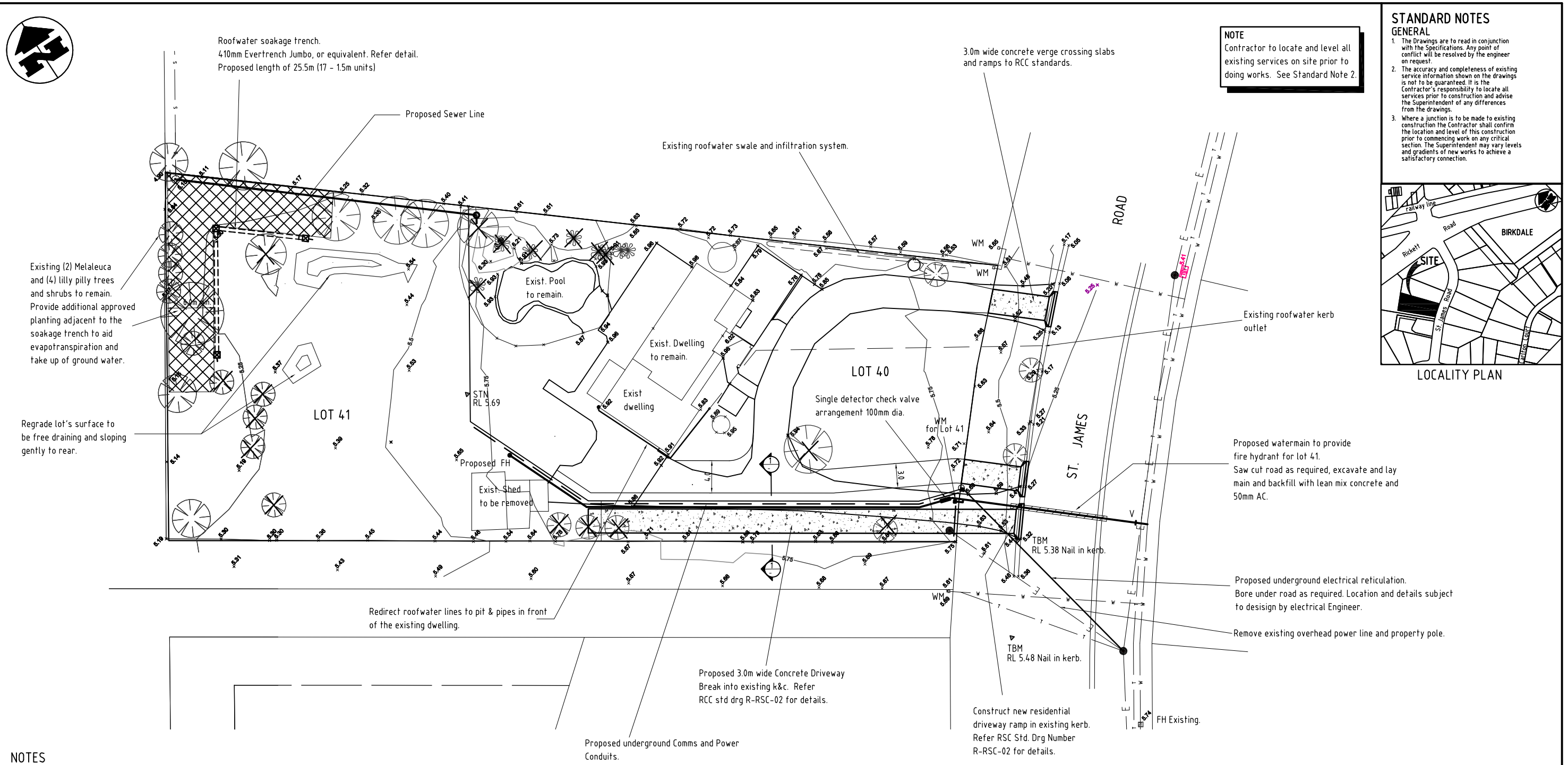
Client: PAUL BISHOP

Surveyed By: M.P.H. Drawn By: M.P.H.
Checked By: Authorized By:
Date: Date:

LEGEND

SEWER M/H	S SEWER L
TELSTRA PIT	T TELCO
FIRE HYDRANT	W WATER L
WATER METER	UE U/GRND
POWER POLE	E O/HEAD L
STORMWATER M/H	SW STORMW
GULLY PIT	G GAS LIN

Our Ref.:5541 ROL
Rev: A-1-A
Scale 1: 500 Original Size:



NOTE
Contractor to locate and level all existing services on site prior to doing works. See Standard Note 2.

STANDARD NOTES

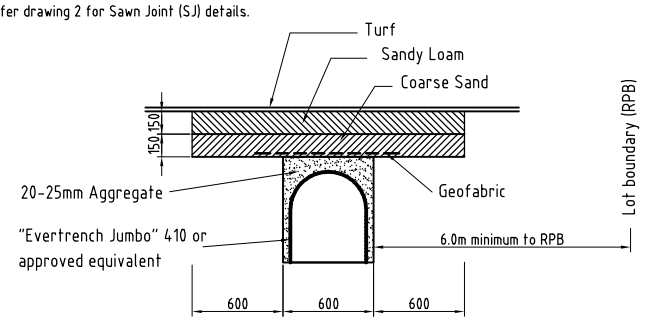
GENERAL

1. The Drawings are to read in conjunction with the Specifications. Any point of conflict will be resolved by the engineer on request.
2. The accuracy and completeness of existing service information shown on the drawings is not to be guaranteed. It is the Contractor's responsibility to locate all services prior to construction and advise the Superintendent of any differences from the drawings.
3. Where a junction is to be made to existing construction the Contractor shall confirm the location and level of this construction prior to commencing work on any critical section. The Superintendent may vary levels and gradients of new works to achieve a satisfactory connection.

LOCALITY PLAN

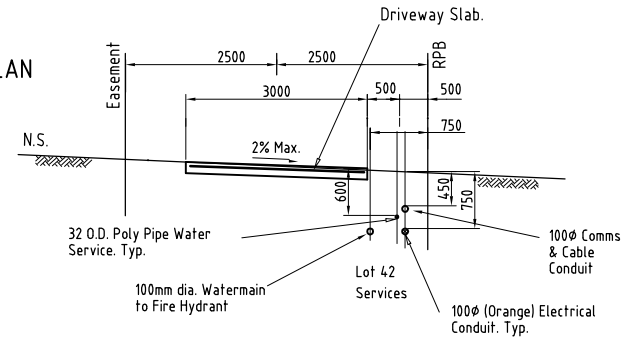
NOTES

1. Confirm all existing service's location and levels on site prior to commencing construction. Notify Engineer if clash occurs.
2. Contractor to conduct their own "Dial Before You Dig" investigation before starting works. Service locations on the drawings are indicative only and variations may occur in the field. Refer Std Note 2.
3. Disturbed areas on footpaths, batters and cut & fill areas are to be topsoiled to 100 mm minimum thickness, lightly compacted and grassed as specified.
4. The Contractor shall implement erosion and sediment control procedures during construction and maintenance stages of the development and shall take all necessary actions to comply with the policy objectives of the Council's Planning Scheme. Refer drawing number 17006/? for all other details.
5. Reinstate all existing road signage and street furniture affected by the proposed works.
6. Alter existing fences as required to align with site property boundaries.
7. Refer drawing 2 for Sawn Joint (SJ) details.



SOAKAGE TRENCH DETAIL
N.T.S.

LAYOUT PLAN
Scale A



Provide service conduits for full length of driveway in private property, as shown, to Lot 41. Place marker tape from end of conduit to a marked stake at surface level.

SECTION 1.1
TYPICAL
N.T.S.

LEGEND

EXISTING	PROPOSED	
		Contours
		Kerb & Channel
+17.77	•17.77	Finished Surface Spot Level
		Stormwater Drainage
		Roofwater Drainage
	2/1	Manhole Number
	F.I. 2	Field Inlet
		Subsoil Drains
	S.J.	Sawn Joint
		Existing Tree to be removed.
		Vegetated Buffer

LEVEL DATUM A.H.D. Derived
P.S.M. 73096
R.L. 6.165

R.P. DESCRIPTION
Lot 4 on RP 174083
Parish of Cleveland
County of Stanley

SURVEYOR
East Coast Surveys Aust.
PO Box 168, Capalaba Qld 4157
Ph 3823 1029

LOCAL AUTHORITY
Redland City Council
Reference Number
RAL17/0002

1:500 (unreduced)
0 5 10 15 20 25 m
Scale A

PRELIMINARY ISSUE

REVISIONS						
A	31-10-17	Original ROL Issue	RW			

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DRAWING IS NOT TO BE SCALED IF IN DOUBT ASK

DATE	DESIGNED
Oct' 17	Ra.W
DRAWN	CHECKED
APPROVED	
RPEQ 7317	

RAY WASSENBERG CONSULTING ENGINEER
13 Sycamore Street, Redland Bay, Qld. 4165
Ph. 0439 773 122 ABN 21 940 215 719

CLIENT: P. BISHOP - -

SUBJECT: PROPOSED RECONFIGURATION 7 ST. JAMES ROAD BIRKDALE

PROJECT: LAYOUT PLAN DETAILS AND NOTES -

JOB No 17006
DWG No P1
REVISION A
SUFFIX

Cr Huges declared a perceived conflict of interest in the following item, stating that she is a former employee of the YMCA. Cr Huges chose to remain in the room and vote in the best interests of the community. Cr Huges voted FOR the motion.

11.2.5 ROL005949 – MULTIPLE DWELLINGS (48 UNITS) & BOUNDARY REALIGNMENT (2 INTO 2 LOTS)

Objective Reference:	**A27271999** **Reports and Attachments (Archives)**
Attachments:	**1. Site Plan** **2. Architectural Drawings**
Authorising Officer:	**Kim Kerwin** **Acting General Manager Community and Customer Services**
Responsible Officer:	**David Jeanes** **Group Manager City Planning and Assessment**
Report Author:	**Ellen Dwyer** **Planning Officer**

PURPOSE

Council has received an application seeking a development permit for a Material Change of Use for Multiple Dwellings (48 units) and Reconfiguring a Lot for a boundary realignment (2 into 2 lots) on land at 124 and 126-128 Link Road, Victoria Point.

The application has been assessed against the relevant provisions of the Redlands Planning Scheme (RPS) and the proposed development is considered to conflict with the scheme. The key issues identified in the assessment are:

- Consistency of use;
- Access and parking;
- Environmental Matters; and
- Whether there are sufficient grounds to justify the conflict with the planning scheme.

The issues identified in the assessment are considered to not have been adequately addressed by the application and it is therefore recommended that the application be refused for the reasons identified in the officer's recommendation.

BACKGROUND

Under the 1967 Planning Scheme the properties (herein referred to as the site) were zoned Rural.

In the early 1970s a multi-use recreational facility was established over the site and has since been in continuous operation. The YMCA purchased the site from Redland Shire Council in the 1990s.

Under the 1988 Planning Scheme the site was zoned Restricted Open Space.

Under the 2006 Planning Scheme the site was zoned Community Purposes 2 – Community Facility and Open Space.

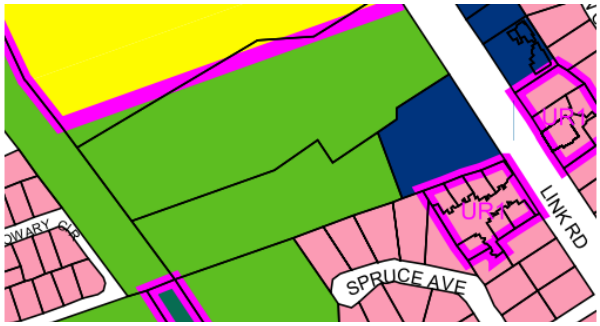

Figure 1: 2006 Zoning

In 2013, a minor amendment to the Redlands Planning Scheme changed the zoning of the site from Open Space to Community Purposes (CP2) in response to a submission from the YMCA Brisbane. It was deemed that the Community Purpose zone better aligned with the development permit issued for the site in 1973 for a family recreation and social centre and additional development of the site since 1973. The entire site was then identified within the Community Purposes Zone (CP2 sub-area) under version 6 of the Redlands Planning Scheme.

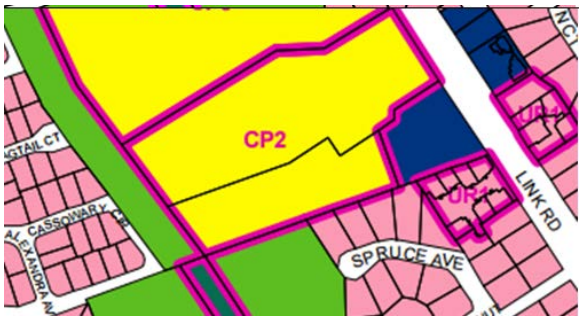

Figure 2: 2013 Zoning

On 14 February 2014, a two (2) into two (2) boundary realignment was approved over current Lot 10 which resulted in this lot increasing in size by just over 1500m² by obtaining land to the east. This approval also resulted in the Local Centre zone now being applicable to Lot 10.

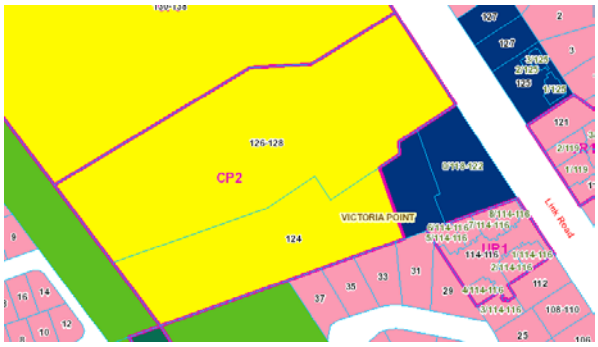

Figure 3: Post 2014 Realignment Zoning

ISSUES

Development Proposal and Site Description

Proposal

The application is for a Material Change of Use for Multiple Dwellings (48 units) and Reconfiguring a Lot for a boundary realignment (2 into 2 lots). The proposed boundary realignment has been requested as part of the development application to separate the unit site from the existing YMCA facilities located along Link Road at the front of the site. The proposed unit development is located on a proposed rear lot of 10,176m² which is currently vacant. The development of 48 two-storey townhouse style units is accommodated by nine (9) separate buildings across the site. The units are comprised of two (2) and three (3) bedrooms and have floor areas ranging from 110m^2 up to 130m^2.

Overall the unit development results in site coverage of approximately 39 per cent of the development site. A further 30 per cent of the site is proposed to be developed as a mix of private and communal open spaces as well as landscaped areas. Access to the unit development is proposed via the existing Link Road cross-over and upgraded driveway through the existing YMCA facilities.

It is proposed that a security gate will be located between the western end of the YMCA facilities and the unit development. All units will be serviced by private garages with a total of 77 car parking spaces attached to the residential units and a further 12 visitor car parking spaces. The application also proposes to reconfigure and formalise car parking associated with the YMCA Centre and indoor sports centre.

Site & Locality

The site is known as 124 and 126-128 Link Road, Victoria Point and is comprised of Lot 2 on SP157564 and Lot 10 on SP268336. The site has total area of approximately 2.73 hectares and a frontage to Link Road of approximately 70m. The site is improved by the YMCA Centre which is comprised of a basketball hall, gymnasium, pool and an Indoor Sports Centre. Existing car parking for the facility is both formal and informal, equating to an approximate 158 car parking spaces. The site is zoned Community Purposes CP2 and Local Centre.

The site is located on the western side of Link Road and adjoins Faith Lutheran Primary College to the north, a drainage corridor to the west and open space/parkland to the south-west. The majority of the wider surrounding area to the west, south and east is zoned Urban Residential and consists of low-rise, singe, detached residential dwellings.

A natural channel traverses the site and conveys overland flows into a concrete channel at the north-west corner of the site.

Application assessment

Sustainable Planning Act 2009

The application has been made in accordance with the *Sustainable Planning Act 2009* (SPA) Chapter 6 – Integrated Development Assessment System (IDAS) and constitutes an application for Material Change of Use and Reconfiguring a Lot under the Redlands Planning Scheme.

SEQ Regional Plan 2009-2031

The site is located within the Urban Footprint in the SEQ Regional Plan 2009-2031.

State Policies & Regulations

State Planning Policy / Regulation	Applicability to Application
SEQ Koala Conservation SPRP	The site is located within the Priority Koala Assessable Development Area and is designated Low Value Rehabilitation, Medium Value Rehabilitation and Medium Value Other. Where the multiple dwellings are proposed to the rear of the site is largely designated Low Value Rehabilitation. This is reasonably consistent with the cleared site and the general vegetation types in this part of Victoria Point. Table 6 Column 2 applies as follows:- 1. The site is designated Low Value Rehabilitation. No replanting requirements apply. 2. The site design does not prevent koala movement. The landscaping design in the open space rear corridor is intended to maintain a fauna movement link north and south. 3. The landscaping design for the rear corridor is intended to provide an enhanced fauna corridor, as recommended by the ecological consultant.
SPRP (Adopted Charges)	The development is subject to Infrastructure Charges in accordance with the SPRP (adopted charges) and Council's adopted resolution. Details of the charges applicable have been provided under the Infrastructure Charges heading of this report.
State Planning Policy 2017 (SPP)	The site triggers assessment against the State Planning Policy for Water Quality as the site is over the threshold size of 2,500m². The applicant has provided an acceptable Stormwater Management Plan. MUSIC modelling indicates that the proposed treatment system will meet the State Planning Policy (water quality) objectives. The intended system consists of two GPT/Filter cartridge units.

Redlands Planning Scheme

The application has been assessed under the Redlands Planning Scheme version 7. In this regard, the application is subject to assessment against the entire planning scheme. However it is recognised that the following codes are most relevant to the application:

- Community Purpose Zone Code;
- Local Centre Zone;
- Multiple Dwelling Code;
- Reconfiguration Code;
- Access and Parking Code;
- Erosion Prevention and Sediment Control Code;
- Excavation and Fill Code;
- Infrastructure Works Code;
- Landscape Code;
- Stormwater Management Code;
- Acid Sulfate Soils Overlay; and
- Habitat Protection Overlay.

The proposed development has been assessed against the applicable codes and is considered to conflict with the scheme. The Planning Assessment Team has consulted with other assessment teams where appropriate. The most relevant parts of the assessment are discussed below.

Consistency of Use

The subject site is zoned Community Purpose (sub-area CP2) and Local Centre zone, with the majority of the development proposed in CP2 and the provision of formalised car parking within the Local Centre Zone. The RPS identifies uses which are generally considered inappropriate and not preferred in a zone as inconsistent within each zone code. The Planning Scheme Structural Elements outlines that inconsistent uses are identified to indicate that the nature and operational characteristics of the development and its potential impacts are inappropriate and inconsistent with the purposes of the zone, assessment criteria of relevant codes and the Desired Environmental Outcomes. Multiple Dwellings are identified as an inconsistent use in Specific Outcome S1.1 of the CP2 zone.

Specific Outcome S1.2 requires that uses serve the community by providing a range of facilities and services that are limited to those expected within each of the sub-areas. CP2 is intended to provide facilities that are cultural, social or community based, including halls, child care, health care, training facilities or the like. Multiple Dwellings by definition, and the prescribed level of assessment, do not align with the expected uses facilitated by the CP2 zone.

Instances of non-compliance with any of the Specific Outcomes identified in S1 require assessment against Overall Outcome (2)(a)(i) and (iii).

Overall Outcome (2)(a)(i) prescribes that uses and other development will provide for a range of uses that will meet the need of the City's existing and future community through the provision of community facilities such as halls, child minding and community health and training centres and the like, specifically within Sub-area CP2. A residential, medium-density development, such as that proposed, does not achieve the purpose of the Overall Outcome and consequently conflicts with the intent of the Community Purposes Zone.

Overall Outcome (2)(a)(ii) requires that uses and other development, specifically reconfiguration, do not prejudice the intended use of the zone for its specified community purpose. While reconfiguration is not identified as inconsistent development, the proposed realignment will result in the creation of a lot that will effectively be sterilised from future development for community purposes. Multiple Dwellings will facilitate the individual on-sale of the units which results in an onerous number of owners burdening the land, which in turn then prejudices the future development of site for its intended use. Developing the site in this manner will result in a permanent change of the use of the land with no foreseeable way for this site to return to Community Purpose in the future. Furthermore, any expansion of the existing community facilities will be significantly restricted by the land area remaining once the multiple dwelling development is realised.

The suitability of the use should not only be considered against the applicable zone, but should also be assessed against the applicable use code for the development. Specific Outcome S1 of the Multiple Dwelling Use Code identifies that multiple dwellings should be established in areas that are appropriately zoned for midrise development, and be within close proximity to centres, community services and facilities and public transport. While the development is considered to be located within a close proximity to a centre, public transport and community facilities, it is not proposed within an area zoned for midrise development and is therefore unable to comply with Specific Outcome S1.

On consideration of the above points, the development is considered to be unable to meet the requirements of the Multiple Dwelling Code, and significantly conflict with the intent of the Community Purpose Zone (CP2), sufficient grounds need to be established to justify an approval.

Access and Parking

Specific Outcome S2.1 of the Community Purposes Zone Code identifies specific site layout requirements with regard to site efficiency, vehicle access, servicing areas, parking and safety of employees, users and visitors to the site. The proposed unit access arrangement through the YMCA facility does not meet the requirements of S2.1 in terms of efficiency of access through the community purpose use and vice versa.

Overall Outcome (2)(e)(iv) requires that uses and other development support an integrated, legible, efficient and safe movement network that provides for pedestrian, cycle and vehicle movement networks that maximise connectivity, permeability and ease of mobility. While the applicant has proposed a new car parking layout, the access does not provide safe residential access to/from a multiple dwelling development when located behind an existing community use and could lead to misuse of the parking areas by residents. Vehicle trips through the proposed gated development will be necessary for the unit owners and staff of the YMCA, but not practical from an operational viewpoint. Typically it can be expected that visitors and overflow parking for the units, for the sake of convenience, will occur outside the locked gate in lieu of parking within the development. Combined with traffic generated from the YMCA, significant vehicle movements at Link Road will be a concern for the existing and proposed community and will raise public safety concerns. Additionally, the staff parking located through the gated residential component of the site and behind the YMCA facility raises safety and egress concerns. Accordingly, the proposed access arrangements are considered to conflict with Overall Outcome (2)(e)(iv).

In addition to the above, the proposed layout of the multiple dwellings does not comply with Probable Solution P8 of the Multiple Dwelling Code of the Access and Parking Code as the layout of the access way exceeds the maximum 20m straight alignment of a driveway. The corresponding Specific Outcomes requires the access ways, driveways and vehicle parking to be safe and convenient for residents and visitors, and that manoeuvring and service areas clearly defined and are clearly distinguished from pedestrian entries and paths through design and location. The design does not allow for the safe an efficient egress of vehicles and pedestrians with a shared thoroughfare of approximately 130m in length proposed to service all uses on the site. The layout of the parking and access to the multiple dwellings are not clearly distinguished by location or design and the proposal is unable to meet Specific Outcome S8.

Probable Solution P3.1 of the Access and Parking Code identifies the same criteria for driveways, having a maximum straight alignment of 20m. The corresponding Specific Outcome S3.1 requires driveways have regard to optimising public safety and convenience. The design does not meet this Specific Outcome and assessment against Overall Outcome (2)(a) is required.

Overall Outcome (2)(a) of the Access and Parking Code ensures that the provision of safe and convenient vehicular access to the development is supplied, that development is provided with a safe and functional onsite parking that meets the user's needs and finally, that the development has an area that facilitates the clear and safe internal movements and access of service vehicles. The concerns raised

about design in relation to Overall Outcome (2)(e)(iv) of the Community Purposes Zone Code are also applicable to this Overall Outcome. Additionally, to date the applicant has not provided onsite turning templates that sufficiently address this outcome with regard to service vehicles. At best the application would need to be conditioned to comply with the requirements of onsite manoeuvring should an approval be granted.

On review of the information provided, and in consideration of the proposed layout and design, the proposal is considered to conflict with the Scheme in regards to both the Overall Outcomes of the Community Purpose Zone and the Access and Parking Code.

Environmental Matters

The rear 35m of the site running the length of the south-western boundary is designated Enhancement Corridor under the Redlands Planning Scheme Habitat Protection Overlay Code. The proposed multiple dwellings will be developed on the eastern most 15m of this corridor leaving a corridor width of 20m.

Specific Outcome S2.1(5) requires development on a lot shown as Enhancement Corridor to explore all alternatives to locate the development outside these areas and where this not achievable to maximise the retention of koala habitat trees, provide enhancement planting to achieve revegetation of the corridor and seek to expand the corridor where the minimum width is less than 100m. The proposal is unable to achieve S2.1(5) as the proposed layout is unresponsive to the requirements of the code. The design of the units could be reduced to be located outside of the corridor, and instead of seeking to retain or enhance the existing corridor, it proposes to permanently reduce the width to 20m. No opportunity to expand the corridor further to the west is available as the land adjoining the corridor is a completely developed residential area.

Instances of non-compliance with any of the Specific Outcomes identified in S2.1 require assessment against Overall Outcome (2)(a), (d) and (e).

Overall Outcome (2)(a) and (d) seek to ensure that uses and other development identify, protect and provide for the long-term management and enhancement of Environmental and Habitat Values, which is not undermined by the scale and intensity of a development or use. The proposed development proposes some enhancement planting as part of the landscaping component of the development. The landscaping will provide a north-south wildlife corridor as well as an open space area for residents. The reduction in the width of the corridor to one fifth of the width sought by the code would not appear to provide for the long-term management and enhancement of the Environment and Habitat values of the area. It is instead suggestive that the location, scale and intensity of the development is not located to protect and enhance the ecological values of the area. The development is considered to conflict with the Overall Outcome.

Overall Outcome (2)(e) relates specifically to each of the Habitat Categories. The Enhancement Corridor Outcome is the re-establishment of disturbed or degraded wildlife and habitat corridors. The outcome identifies three actions that will help achieve the intended outcome. Action 1 relates to replanting. The selected replanting should encourage the regeneration and reconstruction of the habitat and improve the connectivity between habitats and increase biodiversity. Action 2 relates to the sufficient width of corridors. The width should maintain viable wildlife or habitat linkages between individual trees, lines of trees, and prominent natural features like draining lines and waterways. Action 3 seeks to ensure that development maximises

the retention of existing koala habitat trees and where non-juvenile koala habitat trees are removed that they are replaces to achieve a net gain. While the proposal will improve the existing habitat overall, the development will be at the expense of the corridor width, and the suitability and effectiveness of the proposed width is left to be justified. Additionally, the site will have a loss of two koala habitat trees. The development is considered to conflict with the Overall Outcome.

On consideration of the above points, the development is considered to significantly conflict with the intent and outcomes of the Habitat Protection Overlay, sufficient grounds need to be established to justify an approval.

Other issues

- Noise Impacts from adjoining land uses
  The application is supported by an acoustic assessment prepared by Air Noise Environment Pty Ltd. The report identifies that the key noise sources affecting the proposal are from the basketball and gymnastics hall associated with the YMCA, the main hall in the Victoria Point Sports Centre (situated along the southern site boundary) and the sports fields of the Faith Lutheran College Junior School. The report advises that noise associated with the school sports fields meets the objectives contained within the Queensland *Environmental Protection (Noise) Policy 2008* (EPP). The noise generated by both sports facilities do not meet the objectives of the EPP and exceed the required levels by 16dB. Both halls accommodate a number of activities that create significant noise impacts including; netball, basketball, indoor cricket, gymnastics and inflatable world. These uses are conducted 7 days a week and finish as late as 10pm (with the bar in the indoor sports centre open until midnight on some nights). The report identified that noise was generally associated with referee whistles, bouncing balls, players running, music, children's noise and compressors (inflatable World). The report describes the noise as "impulsive, tonal and intrusive". The excess noise is largely owing to the fact that both halls accommodating these activities are naturally ventilated and not well insulated.

  The report recommends three options to ameliorate these impacts and reduce noise to a level compliant with the EPP:

  1. Attenuate the halls – this is considered cost prohibitive for the centres
  2. A separation buffer of 20m from the indoor sports centre main hall and 40m from the YMCA basketball/gymnastics hall. This would remove almost half of the proposed development footprint.
  3. Acoustic barriers and building attenuation to the proposed townhouses
     a. 1.8m acoustic fence along the northern boundary (precautionary only – for big sports carnival type events at the school)
     b. Building attenuation measures to units close to the eastern part of the townhouse development (including laminated window panes and noise rated seals)
     c. Acoustic fencing to townhouse courtyards of between 1.8m (yellow in Figure 4) and 2.4m high (green in Figure 4)
     d. Acoustic barriers of 5.4m – 6m in two locations (blue in Figure 4)
     e. A 2.2m acoustic fence along the southern boundary for the length of the proposed new car park

Figure 4 – Modelled Acoustic Barriers and Façade Treatments

Probable Solution P3.8 of the Medium Density Residential Zone code in the Redlands Planning Scheme requires compliance with the EPP acoustic quality objectives. As such with the implementation of the acoustic assessment recommendations the proposed development would comply with the planning scheme in relation to noise impacts.

Notwithstanding this, the attenuation measures proposed by the applicant, including the building façade treatments and the acoustic fences present potential amenity impacts for residents and the internal streetscape. Unit facades most affected by noise impacts appear to incorporate few windows even though the acoustic assessment identified window treatments that can be used. This means units addressing the internal roadway do not present well to the street, limiting casual surveillance of these areas and creating an unacceptable visual impact. This could however be addressed through the application of appropriate conditions that windows compliant with the acoustic assessment be incorporated on these building facades. The acoustic barriers proposed by the applicant includes 1.8m – 2.2m fences, fences that are 2.4m high (units 26 - 29) and a brick wall as high as 5.4m-6m (units 1, 33 and 48). 2.4m is a high fence especially for units with small courtyards however this is not considered excessive and should not affect the amenity of future residents. Units 1, 33 and 48 however have significant acoustic fences adjoining the side boundary of their private open spaces at 5.4m – 6m. In all cases the acoustic barriers are taller than the courtyards are long (approx. 4m). The applicant has proposed a design that attempts to reduce the impact of the height including windows within the wall to

break up the bulk and allow light to penetrate the courtyard space and for the wall adjoining units 33 and 48 the inclusion of transparent panels along the top, trellising for climbing plants and an additional metre width of courtyard. These measures certainly reduce the impact of the structures on the internal driveway however the impact on the private open space of these units is considered to be significant given the small size of the courtyards. Windows and glass panels assist in allowing light into the courtyards but it does not assist with regard to ventilation or the dominant and overbearing nature of such a significant structure adjoining such a small space. The proposal is not therefore considered to achieve a high standard of residential amenity as required by the Multiple Dwelling Code (Overall Outcome (2)(a)(iii)) and the Medium Density Residential Zone code (Overall Outcome (2)(c)(i)b and (2)(c)(ii)). The proposal is considered to conflict with the Redlands Planning Scheme in this regard.

- Local Centre Zone

  The proposal will formalise car parking for the community facility on the proposed front lot. This will include the area of the site that is zoned Local Centre. Accordingly, the suitability of the car park in this location has been assessed against the Local Centre Zone Code. Specific Outcome S3.1 requires high quality landscape treatments where adjoining residential uses. This is relevant to the application as a portion of the car park will adjoin a residential lot in Spruce Avenue. The applicant has proposed screen planting along the southern boundary for the length of the car park. The code makes reference to light and noise attenuation methods, of which the applicant has not provided sufficient information to determine the impacts. Conditions relating to light and noise attenuation are able to be included as part of any form of approval.

- Site Size

  In accordance with Part 9- Schedule 5 – Lot Sizes, Table 1 – Use Lot size, the minimum lot size for a medium residential area would be a minimum of 800m2, with a minimum lot width or frontage of 20m. The size of the site would achieve compliance with the minimum requirements for land that was zoned as Medium Density and would consequently comply with Probable solution P2 (a) of the Multiple dwelling code.

- Site Layout and Building Design

  The development does not comply with the requirements for unbroken wall length and setbacks, as outlined in Probable Solution P3 of the Multiple dwelling code.

  The development proposes groups of dwelling units in excess of 15m in length, with the largest group of townhouses (building 4) have a total length of 43m. However, in accordance with Specific Outcome S3 of the Multiple dwelling code, the development has incorporated a combination of recesses, verandahs and a variety of materials, textures and colours, which alternate between the different building groups; and satisfactorily reduce building bulk and add visual interest.

  Further, the development proposes a 2.8m-2.9m side setback to the southern boundary in lieu of the required 4m side setback as required by Table 1. However, the site adjoins Parkland Court Park to the south, which means the development would not impact on the amenity of any neighbouring residential properties.

  While the reduced setback would result in a poor standard of amenity for the private open space areas of building 5, which would be unlikely to receive

adequate solar access; the area available would still achieve a minimum size of 25m^2 and would be directly accessible from the main living area. On balance therefore, and taking into account that the majority of the requirements of S3 would achieved, it is considered that the site layout and building design complies with the Specific Outcome S3 of the code.

- Lighting
  The Medium Density Residential Zone Code provides parameters in Probable Solution P3.7 around the appropriate lux levels of artificial lighting. The code's relevance to the assessment is on the basis that generally, multiple dwellings are proposed within areas where this zone is usually applicable. The applicant hasn't provided information that addresses P3.7 so no surety on the lux levels and nuisance can be determined. Should the application be approved in any form, the proposal could be conditioned to comply with Specific Outcome S3.7 of the Medium Density Residential Zone Code.

- Stormwater

  The current lawful point of discharge for the property is to rear, where there is an existing concrete channel. The proposal seeks to utilise this channel for discharge to the Eprapah Creek System. Compliance Assessment for stormwater approval would be required in accordance with the Concept Site Stormwater Management Plan that has been provided should an approval be given,

- Waste

  The proposed waste collection and servicing arrangements were raised as a concern at information request stage and Council requested that the applicant provide swept paths and surface grades certified by a suitably qualified traffic engineer who is a RPEQ. The information requested was not provided and in terms of the submitted plan, the service vehicle is interfering with the housing structures and landscaped areas. The development does not comply with Specific Outcome S9 of the Access and Parking Code and conditions can be included to make the development comply with the RPS requirements. Further assessment for this component may also be completed at Operational Works stage if conditioned as part of any approval. It is considered at this point that the development does not adequately address the Access and Parking Code.

<u>Sufficient Grounds</u>

The *Sustainable Planning Act 2009* (SPA) provides that an assessment manager may decide a development application in a way that conflicts with a relevant instrument, such as the planning scheme, where sufficient grounds exist to justify the decision despite the conflict.

The term 'grounds' is defined in SPA to mean matters of public interest and does not include considerations of personal circumstances or commercial interests of the applicant, developer, landowner or other interested party. Statutory Guideline 05/09 provides guidance on matters to be considered when determining whether sufficient grounds exist.

- **Relevant instrument is out of date due to its age or changing circumstances in the area and the proposal reflects or responds to these changed circumstances.**

  The current planning scheme was gazetted in 2006 and since then it has undergone a number of amendments to reflect changes that impact land use and development. This includes for example, the Priority Development Areas (PDA)

introduced by the State, specifically the new estates and opening of residential development areas and large tracts of medium density zoned land in Thornlands and Victoria Point, in estates such as Waterline, Affinity and Esperance. These three estates alone encompass several hundred lots. While the Redlands Planning Scheme is due to be superseded by a new City Plan, which is currently in draft form, the current zoning of the site and the immediate surroundings is essentially translated across in the Draft City Plan and is considered to adequately reflect the circumstances of the locality. Therefore, land is and has been appropriately been set aside and/or approved for Medium Density housing and there are no changing circumstances in the area that require this form of development on Community Purpose CP2 land.

- **Relevant instrument is incorrect in terms of its substance of underlying assumptions for the circumstances of the particular proposal.**

  As described above, the planning scheme appropriately reflects the circumstances and outcomes sought for the locality based on relevant land supply studies, population projections and community needs. The applicant has not demonstrated that the current Redlands Planning Scheme is incorrect in terms of its substance or through its underlying assumptions.

- **Relevant instrument inadequately addresses the type of development proposed.**

  The proposed use is adequately catered for in the planning scheme with residential land supply sufficiently accommodated throughout the City. Multiple Dwellings are covered in the Scheme and the intention of where they are to occur is articulated through zoning such as the Medium Density Residential (MDR) zone which has been identified in the Scheme region. Locally, new estates such as Waterline, Affinity and Esperance zoned land which identify Multiple Dwellings as Code Assessable or as Impact Assessable but not Impact Inconsistent, indicating that these uses, if sensitively designed can be supported. Given the above, it is unnecessary to develop Community Purposes land for a higher density residential use when the type of development proposed is already adequately provided for by the planning scheme.

- **Relevant instrument does not anticipate the type of development proposed.**

  The planning scheme anticipates residential development such as that proposed and makes provision to adequately accommodate this form of development in residential zones, without any need to encroach on land set aside for community purposes.

- **There is an exceptional and urgent need for the proposal.**

  As described above, residential land supply is already adequately accommodated throughout the City through a range of residential zones designed to meet the necessary housing targets. Therefore, it cannot be argued that there is an exceptional and urgent need to develop Community Purposes land for residential use.

  In relation to need and the conflict mentioned above, the applicant submitted supporting information in the form of:

  - A segment in the initial Development Assessment Report lodged with the application;

- A Needs Analysis prepared by Norling Consulting Pty Ltd, This was received in July 2016 in response to the Information Request;
- A further document lodged by Norling Consulting Pty Ltd in November 2016 in response to concerns raised by Council.

The supporting information was lodged to demonstrate that there was a need for further Medium Density Residential zoned land in Victoria Point and surrounds, and there is an oversupply of Community Purpose zoned land in Victoria Point and surrounds. The Needs Analysis and supporting information assert:

1. There is a limited supply of appropriately zoned land, with the most significant vacant parcel being 1.6ha. Medium Density zoned land is predominately occupied by single dwelling and the evolvement to medium density living will be a long process. A development proposal of this size will require a number of amalgamations.
2. An increase in aging population is increasing the demand for wider housing choice. Retirement and aged care facilities occupy much of the Medium Density zoned land.
3. The proposal responds to the Strategic Framework objective (3.2.3 (i)), being a “range of housing types and styles are encouraged, including dual occupancy, small lot housing and multiple dwellings.
4. Within the South East Queensland Regional Plan, Desired Regional Outcome 8. Compact Settlement, supports diverse housing choices, to which the proposal positively responds.
5. Continuing the supply of MDR zoned land will ensure Victoria Point has a range of diverse and affordable housing options, reducing the potential negative impacts of a limited supply in medium density housing.
6. The existing YMCA facility can meet future demand for this particular type of community need. The area at the rear is surplus.
7. The subject site is centrally located and proximate to a range of facilities, including the Victoria point shopping centre.

Overall, the proposed use is in conflict with the Redlands Planning Scheme and the draft City Plan. The needs assessments do not demonstrate an overriding need for the development given the paragraphs below.

The Redlands Planning Scheme and the Draft City Plan have already addressed housing choices and population changes by creating MDR zoned nodes in more convenient locations, that is, closer to commercial facilities. The Victoria Point shopping precinct is still over 1km away at its closest point. As mentioned further below in the report, new estates and opening of residential development areas and large tracts of medium density zoned land in Thornlands and Victoria Point, in estates such as Waterline, Affinity and Esperance. These three estates alone encompass several hundred lots.

Therefore, land is and has been appropriately set aside and/or approved for Medium Density housing.

The Norling reports conflict with the 2014 Urbis report used in Council’s City Plan drafting, which concluded that at the macro level there was more than sufficiently zoned land under the existing RPS to accommodate the expected demand for attached dwellings in the City to 2041.

Since the Urbis project was finalised, Queensland Treasury has released revised 2015 forecasts to 2041 for the City. Overall the new population and dwelling projections for the City are significantly below the 2013 series used to inform the 2014 Urbis report. In particular forecast population growth has been reduced by approximately 18,000 people with an associated 6,700 reduction in the overall number of dwellings required.

In addition, Queensland Treasury significantly amended the ratio of detached to attached dwellings between the 2013 and 2015 forecasts. In particular the 2013 projections identified 46% of all new dwellings by 2041 would be attached with 54% detached. The 2015 forecasts reduce the requirement for attached dwellings to 39% of the total required with detached dwellings increasing to 61% of the total projected need.

The net effect of the reduction in overall population growth and demand for attached dwellings further increases the excess in supply of appropriately zoned land to accommodate attached housing up to 2041.

It is acknowledged there is limited Medium Density Residential (MDR) zoned land that is currently vacant however this is not indicative of an undersupply. There are reasonably large areas of land currently zoned MDR which are occupied by existing dwellings. Recognising that the majority of these lots are of a size that can accommodate small scale MDR product and considering the age of much of the housing stock on these lots, it is reasonable to assume that this land will progressively redevelop for MDR purposes in response to demand during the life of the new City Plan. Developing the subject site with a MDR product as proposed reduces demand and is likely to in part delay the transition of existing MDR zoned land from existing houses into attached housing.

Urbis identified that the Victoria Point Local Development Area (VPLDA) is likely to accommodate approximately 1,300 dwellings of which half are likely to be attached dwellings. While the VPLDA has not yet started to be developed, this area and its development potential is critical in considering whether there is likely to be an undersupply of zoned land/development opportunities within the Victoria Point areas over the medium term. The draft City Plan proposes to include the VPLDA within the Emerging Urban Community zone and once structure planning is completed will provide significant supply within the Victoria Point area. It can be expected that this land will be substantially developed by 2041.

Another salient issue is that the Urbis 2014 Residential Land Supply Study identified that even when expected demand for attached dwellings to 2041 is removed, the existing zoned land and redevelopment potential across the City has the capacity to provide an extra 8,700 to 12,900 attached dwellings.

It should also be noted that some factors that will contribute to increasing the supply and number of attached dwellings able to be built include:

- The Urbis 2014 Residential Land Supply Study was based on Queensland Treasury 2013 Edition Population and Dwelling projections which are significantly higher than the more recently released QT 2015 Edition Projections. The reduced population and dwelling projections means there may be less demand for attached dwellings.
- The Urbis 2014 report estimated that Toondah Harbour would accommodate approximately 1,500 attached dwellings, however, the Toondah Harbour Master Plan released by the Walker Corporation after the Urbis Report was

prepared seeks to accommodate somewhere in the order of approximately 4,000 attached dwellings.

- The Urbis Report estimated that Weinam Creek PDA could accommodate a net increase of approximately 450 attached dwellings, however, at this stage the Walker Corporation is yet to finalise their plans for this area.

In conclusion, while there may be sites across the City that have locational attributes that may make them suited to MDR/attached dwelling development, with the existing zoned land, the PDAs, Council's efforts to try and consolidate higher density development within and around Cleveland and Capalaba, there is no need for additional attached dwellings on land that is not already zoned for this purpose.

In addressing the above points the Needs analysis and supporting information is unable to justify that the relevant planning instruments are out of date, as a considerable land bank of MDR zoned land exists in Victoria Point, and will be created in new estates in Victoria Point. The application has also not justified the urgent need for the proposal.

The applicant has not established sufficient grounds to justify the conflicts with the planning scheme in this regard.

Infrastructure Charges

The proposed development is subject to infrastructure charges in accordance with the State Planning Regulatory Provisions (adopted charges). The total charge applicable to this development is:

Total charge: $1,360,123.20

This charge has been calculated as follows in accordance with Council's Adopted Infrastructure Charges Resolution (No. 2.3) 2016 and Schedule 16 of the *Planning Regulation 2017*.

Notice #001758

Residential Component	
48 X 3 bedroom residential dwellings X $28,335.90	$1,360,123.20
Demand Credit	
Extension to community title scheme	$0.00
Total Council Charge:	**$1,360,123.20**

Offsets

There are no offsets that apply under Chapter 8 Part 2 of the *Sustainable Planning Act 2009*.

Refunds

There are no refunds that apply under Chapter 8 Part 2 of the *Sustainable Planning Act 2009*.

State Referrals

The application did not trigger any referral requirements.

Public Consultation

The proposed development is impact assessable and required public notification. The application was publicly notified for 15 business days from 18/11/2015 to 10/12/2015. A notice of compliance for public notification was received on 11/12/2015.

Submissions

There were 17 properly made submissions and 21 not properly made submissions received during the notification period. The matters raised within these submissions are outlined below:

1. Use conflicts with the Planning Scheme

- The proposed use is inconsistent with the Community Purposes zoning in the Redlands Planning Scheme.
- There is enough provision for housing in Victoria Point on appropriately zoned land for the forecast increase in population.

Officer's Comment

This matter has been addressed in the Assessment section of the report. The applicant has not demonstrated to the satisfaction of assessment officers that the application has addressed the issues raised and the conflict with the Scheme will form part of the grounds for refusal.

2. Increased demand on existing community facilities

- Increase in dwellings on the site will place a greater demand on the services provided by the YMCA and surrounding community facilities.
- There is a shortfall in community facilities within the area.

Officer's Comment

The suitability of the multiple dwelling use on CP2 zoned land has been discussed in the Assessment section of the report. The applicant has not demonstrated to the satisfaction of assessment officers that there are sufficient grounds to approve the use despite the conflict with the scheme. The loss of Community Purpose zoned land will form part of the grounds for refusal.

3. Increased traffic and proposed car parking and access arrangements

- Truck access and turning on site could be an issue due to the proposed car park plan.
- During peak periods and events there is already insufficient parking on site. The proposed unit development could exacerbate this issue as the new car park plans show fewer car parks than currently utilised.
- Link Road already becomes heavily congested during school pick up times.

Officer's Comment

This matter has been addressed in the Assessment section of the report. The applicant has not demonstrated to the satisfaction of assessment officers that the application has addressed the issues raised and traffic impacts will form part of the recommended grounds for refusal.

4. Pedestrian Safety

- The current community facilities cater for a variety of activities for children and increased traffic flow to the rear of the site could cause increased risk for those children moving around the site.

- Adjoining properties Faith Lutheran Primary School, Faith Lutheran Kindergarten and Sparrow Early Learning Centre promote increased pedestrian traffic along Link Road during pick-up and drop-off times.
- Lighting of the car park areas would need addressing.
- Access to fire assembly areas could be impeded by car park and fencing design.

Officer's Comment

The relevant components to the application with regards to pedestrian safety have been addressed in the assessment section of the report. The applicant has not demonstrated to the satisfaction of assessment officers that the application has addressed the issues raised. Pedestrian safety in connection with access and traffic movements will form part of the recommended grounds for refusal.

5. Amenity

- Development will devalue nearby properties due to the low socioeconomic target market.
- Final car parking levels have not been provided so it is unclear whether there will be overlooking into the adjoining residential properties.
- Detail of the proposed fencing options along the adjoining existing dwellings has not been provided.
- The proposed development will cause a reduction in green space.
- Proposed buildings 1 and 2 will be overlooking school playground.
- Proposed building 5 will overlook properties on Spruce Avenue.

Officer's Comment

The devaluation of properties is not a valid planning ground and is not considered in the assessment of this application.

The application material is lacking to fully assess the impact the development will have on the adjoining properties with regards to the detail on proposed fencing along the southern boundary of the lot. The acoustic report provided details a 1.8m fence along the private open space of Unit 26, which is the closest to the residential properties along Spruce Avenue, and a 2.2m fence along the new car park. This fence is of a standard height and considered appropriate for a boundary fence. Given the lack of detail regarding the remaining fencing along the southern boundary it is assumed that no upgrade or replacement of the fencing will occur.

6. Security

- Removal of fencing near the indoor sports centre will create a thoroughfare for pedestrians along the southern boundary between the sports centre and the existing properties.
- Detail of the lighting of the car park areas has not been provided.

Officer's Comment

The removal of the fence is to allow for access to the indoor sports centre from the new car park. The applicant has provided plans which detail the proposed walkways and fencing. No pathway is provided along the southern boundary and the area would be a less convenient way to access the facilities on site. If the

application were approved in any form, conditions could be included to ensure fencing further segregates the indoor sports centre car park from the multiple dwellings and thereby removing any access between the two along that southern boundary. The only commentary around the proposed lighting is in relation to the attenuation methods provided for light spillage onto adjoining properties. The suitability of the lighting in the car park from a CPTED perspective have not been addressed and could be conditioned for further assessment during compliance stage.

7. Nuisances (noise and lighting)

- Plans show removal of 3 concrete noise deflectors, installed to buffer noise to houses at rear of the Indoor Sports Centre.
- Noise testing was completed at a time of year that was not indicative of the extent of noise produced in peak periods.
- Additional noise during building stages and subsequent medium density residential use is a concern.
- Noise concerns are highlighted for building 5 in regards to noise generated at the indoor sports centre. Perhaps noise reduction methods for building 5 will redirect noise to adjoining properties.
- Light pollution from building 5 could spill into adjoining properties on Spruce Avenue.

Officer's Comment

An acoustic fence has been proposed as a part of the development. The acoustic fence is to be installed to shield adjoining properties from potential lighting impacts and to minimise noise impacts from the indoor sports hall and associated car park. An acoustic treatment is also proposed for the rear of Building 5 to minimise noise impacts. Suitable noise and light nuisance attenuation can be conditioned upon any form of approval.

8. Drainage

- Localised flooding is an issue for properties on Spruce Avenue and in the Parklands Court Park. Proposed development may increase demand on concrete drain behind development site, causing further adverse flooding.

Officer's Comment

A stormwater management plan has been supplied as part of the supporting information attached to the application. The proposal will discharge flows to the existing engineered concrete channel at the rear of the site. Upon any form of approval, Council would condition a stormwater assessment that is generally in accordance with the concept site stormwater management plan, ref B14441-02A, and addresses both quality and quantity in accordance with the Redlands Planning Scheme Policy 9 Chapter 6 – Stormwater Management.

9. Dust and erosion management during/after construction

- Several trees are to be removed as part of landscaping. Mitigation of potential erosion needs to be undertaken.
- Need to address the condition of fence and retaining wall along southern boundary of site.
- Minimisation of dust being created during building/development stages.

Officer's Comment

These items of concern can be conditioned upon an approval to comply.

STRATEGIC IMPLICATIONS

Legislative Requirements

In accordance with the *Sustainable Planning Act 2009* this development application has been assessed against the Redlands Planning Scheme V7 and other relevant planning instruments.

Risk Management

The standard development application risks apply. In accordance with the *Sustainable Planning Act 2009* the applicant may appeal to the Planning and Environment Court against a condition of approval or against a decision to refuse.

Financial

If approved, Council will collect infrastructure contributions in accordance with the State Planning Regulatory Provisions (adopted charges) and Council's Adopted Infrastructure Charges Resolution.

If the development is refused, there is potential that an appeal will be lodged and subsequent legal costs may apply.

People

Not applicable. There are no implications for staff.

Environmental

The development is considered to have a significant impact on the potential for the site to be revegetated and reinstated long term. Further details of the environmental implications are detailed within the assessment in the "issues" section of this report.

Social

The development is considered to have a significant social impact given that it will result in the loss of Community Purpose area. The social implications are detailed within the assessment in the "issues" section of this report.

Alignment with Council's Policy and Plans

The assessment and officer's recommendation align with Council's policies and plans as described within the "issues" section of this report.

CONSULTATION

The assessment manager has consulted with other internal assessment teams where appropriate. Advice has been received from relevant officers and forms part of the assessment of the application.

OPTIONS

The development application has been assessed against the Redlands Planning Scheme and relevant State planning instruments. The development is considered to conflict with these instruments, and insufficient grounds to justify approval despite this conflict have been provided as outlined in this report. It is therefore recommended that the application be refused.

Council's options are to:

Option One

That Council resolves to adopt the officer's recommendation to refuse the application.

Option Two

That Council resolves to issue a preliminary approval subject to additional requirements.

Option Three

That Council resolves to issue a development permit subject to conditions.

Option Four

That Council resolves to issue a development permit without conditions.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr L Hewlett**
Seconded by: **Cr P Mitchell**

That Council resolves to refuse the proposed Material Change of Use for Multiple Dwellings (48 Units) and Reconfiguring a Lot for a boundary realignment (2 into 2 Lots) on land described as Lot 2 on SP157564 and Lot 10 on SP268336 and situated at 124 and 126-128 Link Road, Victoria Point, based on the following grounds:

1. **Conflict with the intent and purpose of the Community Purpose (CP2) zone**
   The proposal seeks to establish multiple dwellings in the Community Purpose (CP2) zone, which is identified as an inconsistent use in the zone code. The nature and operational characteristics of the development and its potential impacts are inappropriate and inconsistent with the purpose of the zone to provide a range of community based facilities and services.
2. **Access and Parking Arrangements**
   The proposed development does not support an integrated, legible, efficient and safe movement network that provides for pedestrian, cycle and vehicle movement networks that maximise connectivity, permeability and ease of mobility. The design is considered to conflict with the Planning Scheme in regards to both Overall Outcome (2)(e)(iv) of the Community Purpose Zone and Overall Outcome (2)(a) of the Access and Parking Code.
3. **Conflict with the Habitat Protection Overlay**
   The proposal seeks to establish multiple dwellings in a Habitat Protection Overlay Enhancement Corridor and compromises the purpose of this environmental designation. The development conflicts with the Habitat Protection Overlay Overall Outcomes (2)(a), (d) and (e), and Specific Outcome S2.1(5).
4. **Noise Impacts from Adjoining Land Uses**
   The attenuation measures proposed by the applicant, including the building façade treatments and the acoustic fences, present potential amenity impacts for residents and the internal streetscape of the development. Accordingly, the proposal does not achieve a high standard of residential amenity as required by the Multiple Dwelling Code (Overall Outcome

(2)(a)(iii)) and the Medium Density Residential Zone code (Overall Outcome (2)(c)(i)b and (2)(c)(ii)).

5. **On-site Waste Collection**
   The proposed waste collection and servicing arrangements interfere with the housing structures and landscaped areas. The development does not comply with Specific Outcome S9 of the Access and Parking Code.

6. **Sufficient grounds**
   The planning scheme adequately accommodates provision of land suitable for multiple dwelling developments that achieve anticipated densities and design and there is not considered to be sufficient grounds to justify an approval despite the conflicts with the Redlands Planning Scheme.

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

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1 Location Plan

SITE INFORMATION

over PART OF LOT 2 ON
SP157564, LOT 2 ON
RP843975 & LOT 3 ON
RP884265

Local Authority: Redland City Council
Site Area: 2.573 hectares

DEVELOPMENT INFO

Number of units proposed	48
Carparks required (1/unit)	60 (48 res, 12 visitor)
Carparks provided	90 (77 res, 13 visitor)

2 Proposed Site Plan
1:500

PRELIMINARY
NOT FOR CONSTRUCTION

Location & Site Plan

scale: 1:500 @ A1

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rev.	description	date
A	CONSULTANT ISSUE	17/03/15
B	CARPARK , BUILDING FOOTPRINT, ACOUSTIC & STORMWATER	28/04/15
C	Update Carpark	22/05/15
D	Update Carpark	16/09/15
E	Delete fence	18/09/15
F	Add acoustic fence to boundary	13/10/15
G	Added parkland fill and notes	11/11/15
H	Staff Carpark	11/01/16
i	Staff Carpark	16/06/16
j	reissue for council	26/07/16

YMCA Townhousses
128 Link Road Victoria Point QLD 4156

YMCA

NORTH

DEVELOPMENT APPROVAL

commenced: *November 2014*
architect: *SC*
drawn: *PM, RP*

project no: *8122*

DA-02.01 j

P:\Data 1\Synergy\Projects\0000\00008122 YMCA Link Road Townhouse Development\5. Design & Documentation\5.2 Development Application\5.2.1 ArchiCAD\8122_DA Master 18_CV.pln

Notes

- Easement A on RP843975 to be surrendered.
- Easements B-D in Lot 1 in favour of Lot 2 for access and services.
- Easement E in Lot 2 in favour of Lot 1 for access and services.

Design, areas and dimensions are conceptual and for discussion purposes only and subject to detailed investigations, survey, design and relevant authority approvals.

Existing building locations and contours are from the Contour and Detail survey completed by Clem Jones Wright & Associates Pty Ltd on 04/07/2012.

Services shown have been plotted from Jensen Bowers Contour and Detail survey Plan No. S-8055-001-B dated 11/03/2015 and service records and are indicative only.

Level Datum: AHD (der)
Origin: OPM102402 (RL5.309)
Contour Interval: 1m

Lot 1 intended for carparking and existing YMCA facilities. Lot 2 intended for residential townhouses.

Legend

- Subject Site
- Easement A on RP843975
- Easements B, C & D
- Easement E
- Existing & Proposed Access Point

Development Summary

Site Area:	2.731 ha
Park Area:	Nil
New Road:	Nil
Existing Lots:	2 Lots
Proposed Additional Lots:	0 Lots
Total Lots:	2 Lots
RP Description:	Lot 2 on SP157564 & Lot 10 on SP268336
Local Authority	Redland City Council

JENSEN BOWERS

SURVEYORS | PLANNERS | DEVELOPMENT ADVISORS
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72 Costin Street Fortitude Valley Qld 4006 | PO Box 799 Spring Hill, Qld 4004 T (07) 3852 1771
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Drawing Ref: S-8055-002-A
Date: 12/06/15
Scale: 1:1,000 @ A3

0 10 20 30 40m

Proposed Reconfiguration Plan

128 Link Road Victoria Point Qld 4156
for YMCA

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8122_02
1:1.25

8122_03
1:1.25

8122_1
1:1.18

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Perspectives

scale:

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rev.	description	date	rev.	description	date
C	Updated colours	02/06/15			
B	DA Issue	22/05/15			
A	CONSULTANT ISSUE	17/03/15			

YMCA Townhousses

128 Link Road Victoria Point QLD 4156

YMCA

DEVELOPMENT APPROVAL

commenced: *November 2014*
architect: *SC*
drawn: *PM, RP*

project no: *8122*

DA-01.01 C

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8122_01
1:1

8122_1
1:1.33

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Perspectives

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rev.	description	date	rev.	description	date
C	Updated colours	02/05/15			
B	DA Issue	22/05/15			

YMCA Townhousses
128 Link Road Victoria Point QLD 4156

YMCA

DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*
architect: *SC*
drawn: *PM, RP* **SD-01.02** C

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1 Location Plan

NORTH

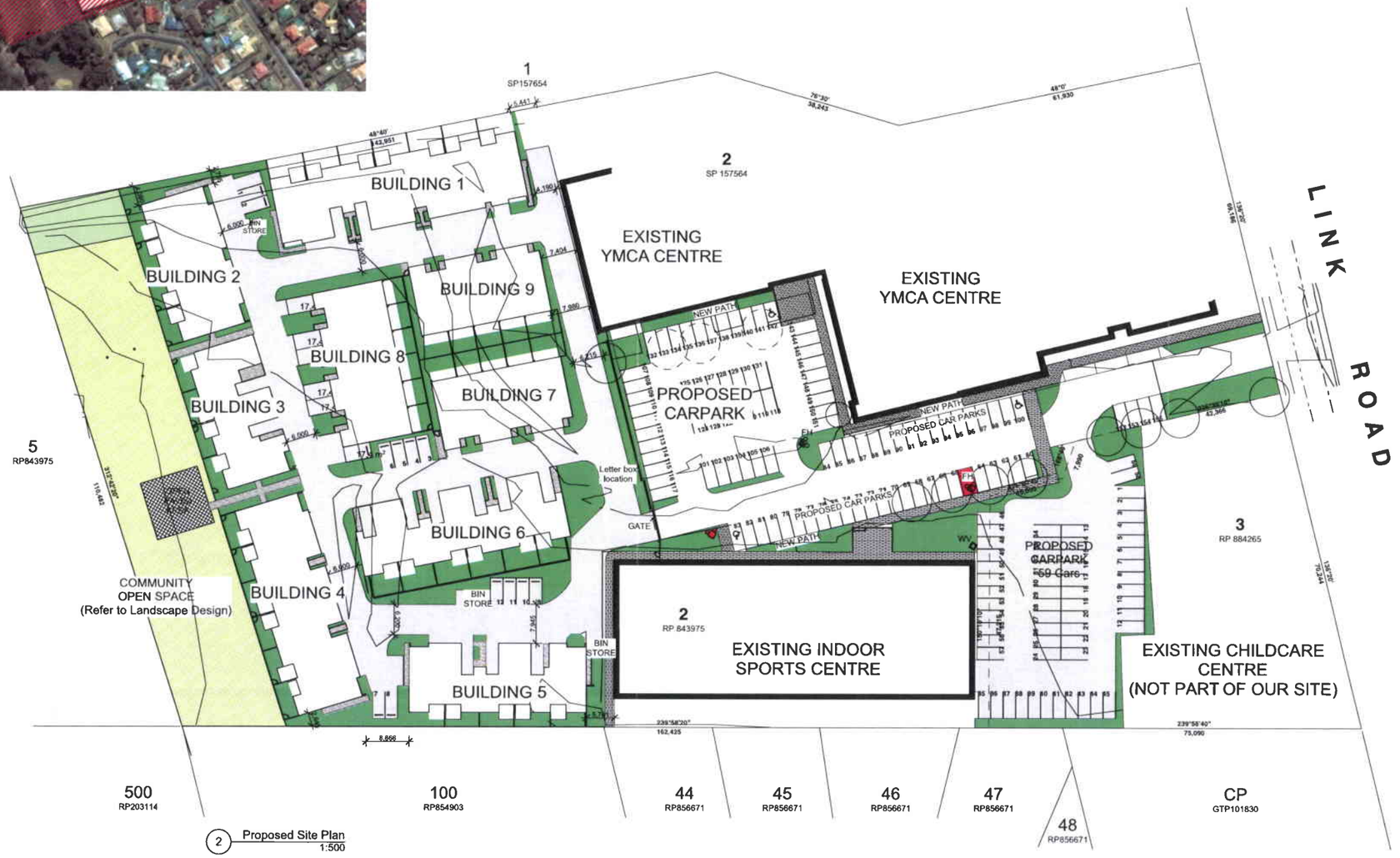
SITE INFORMATION

over PART OF LOT 2 ON SP157564, LOT 2 ON RP843975 & LOT 3 ON RP884265

Local Authority: Redland City Council
Site Area: 2.573 hectares

DEVELOPMENT INFO

Number of units proposed	48
Carparks required (1/unit)	60 (48 res, 12 visitor)
Carparks provided	90 (77 res, 13 visitor)



2 Proposed Site Plan 1:500

PRELIMINARY
NOT FOR CONSTRUCTION

Location & Site Plan

scale: 1:500 @ A1

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rev.	description	date	rev.	description	date
A	CONSULTANT ISSUE	17/03/15			
B	CARPARK, BUILDING FOOTPRINT, ACOUSTIC & STORMWATER	28/04/15			
C	Update Carpark	22/05/15			

YMCA Townhousses
128 Link Road Victoria Point QLD 4156

YMCA

NORTH

DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*
architect: *SC*
drawn: *PM, RP* **DA-02.01** C

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SYMBOL LEGEND

SURVEY: Bench Mark; Control Station; PSM
WATER: Fire Hydrant; Valve; Meter
ELECTRICAL: Power Pole; Manhole; Light Pole; General
SEWER: Manhole; Breather
DRAINAGE: Manhole; Grate
GAS: Valve; Manhole
COMMUNICATIONS: Telecom Connection Box; Telstra Manhole
GENERAL: Sign Post; Traffic Light
VEGETATION: Tree

SL Surface Level
IL Invert Level
SWM Stormwater Manhole
SWG Storm Water Grate
GP Gully Pit
SMH Sewer Manhole
FH Fire Hydrant

Gas Main; Water Main; Telstra Cables; Overhead Elect.; Fence Line; Sewer Line; Stormwater Line

Legend

PP#	Power Pole
PPL	Power Pole with Light
T	Telecom Line
TEL	Telecom Pit
SWD	Drainage Swug
SWD	Drainage Centre Line
	Change of Grade
	Edge of Vegetation
TR 0306	Tree - 0.3m Dia Trunk & 6m Canopy Spread
//	Fence
TBM	Temporary Bench Mark
SWD	Drainage Swug
	Power Line Above Groun

N

LINK ROAD

APPROX. LOCATION OF COMMS LINE SCALED FROM TELSTRA RECORDS ONLY.

APPROX. LOCATION OF COMMS LINE SCALED FROM TELSTRA RECORDS ONLY.

TBM Screw in Concrete RL 6.314

TBM Screw in Concrete RL 7.066

2 SP157564

II SP268336

10 SP268336

SPORTS HALL

Emt A RP843975

Emt A RP182214

48°00'15" 61·93

76°30'15" 38·243

48°40'15" 142·951

136°20'15" 69·186

136°20'15" 70·241

226°39'25" 13·457

28·909

149°54'35" 42·669

226°01' 5'6

238°51'50" 4·05

147°58'15" 18·863

48·033 239°58'40"

226°01' 36·35

316°01' 17·8

60·866 312°42'35"

240°11'35" 102·228

189·475 239°58'45"

49·616 312°42'30"

Concrete Spoon Drain

Stockpile

Grated Drain

Field Inlet

Steps

Water Tanks on Conc Slab

IL5.95 Ø900

SP157854

RP843975

RP858671

RP854903

RP203114

GTP/G/A30

Spot levels have been turned off. Refer to CAD drawing S–8055–001.dwg for spot levels.

Original detail information (shown in grey scale) has been supplied by Clem Jones Wright & Associates Pty Ltd dated 04/07/12. Jensen Bowers takes no responsibility for this original information.

JENSEN BOWERS
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T.H. Jensen & Bowers Pty. Ltd. (Consulting Surveyors)
ABN. 52 010 672 607

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Associated Consultants
Savills

Local Authority:	Redlands S.C.
Authority Ref. No:	
RP Description:	Lot 2 on SP157564 & Lot 10 & 11 on SP268336
Original Portion:	35A
Parish/County:	Cleveland/Stanley
Date of Survey:	11/03/15
Level Datum:	AHD (der)
Origin:	OPM102402 (RL 5.309m)
Level Bk / Fld Bk:	
Horizontal Datum:	SP157564
Contour Interval:	0.5m

Scale

0 10 20 30
1 : 1000 @A3 (Before Reduction)

Notes

The services shown hereon have been located where possible by field survey. Whilst due care and attention have been exercised, T.H Jensen and Bowers Pty. Ltd. does not warrant that the services have been located in their entirety.

The boundaries shown hereon are for plotting purposes only and are subject to final survey.

The location of underground service lines are approximate only and have been plotted from field survey observations and/or service searches. Should their accurate location be critical to detail design we recommend further investigation.

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Drawn:	SB	Date:	11/03/15
Surveyed:	RV	Date:	11/03/15
Checked:	DH	Date:	11/03/15
Approved:			

Issue	Description	Date	Appd.
A	Original Issue	11/03/15	DH

Client
YMCA

128 LINK ROAD VICTORIA POINT

CONTOUR AND DETAIL SURVEY

Drawing No.	Issue	Original Size
S-8055-001	A	A3

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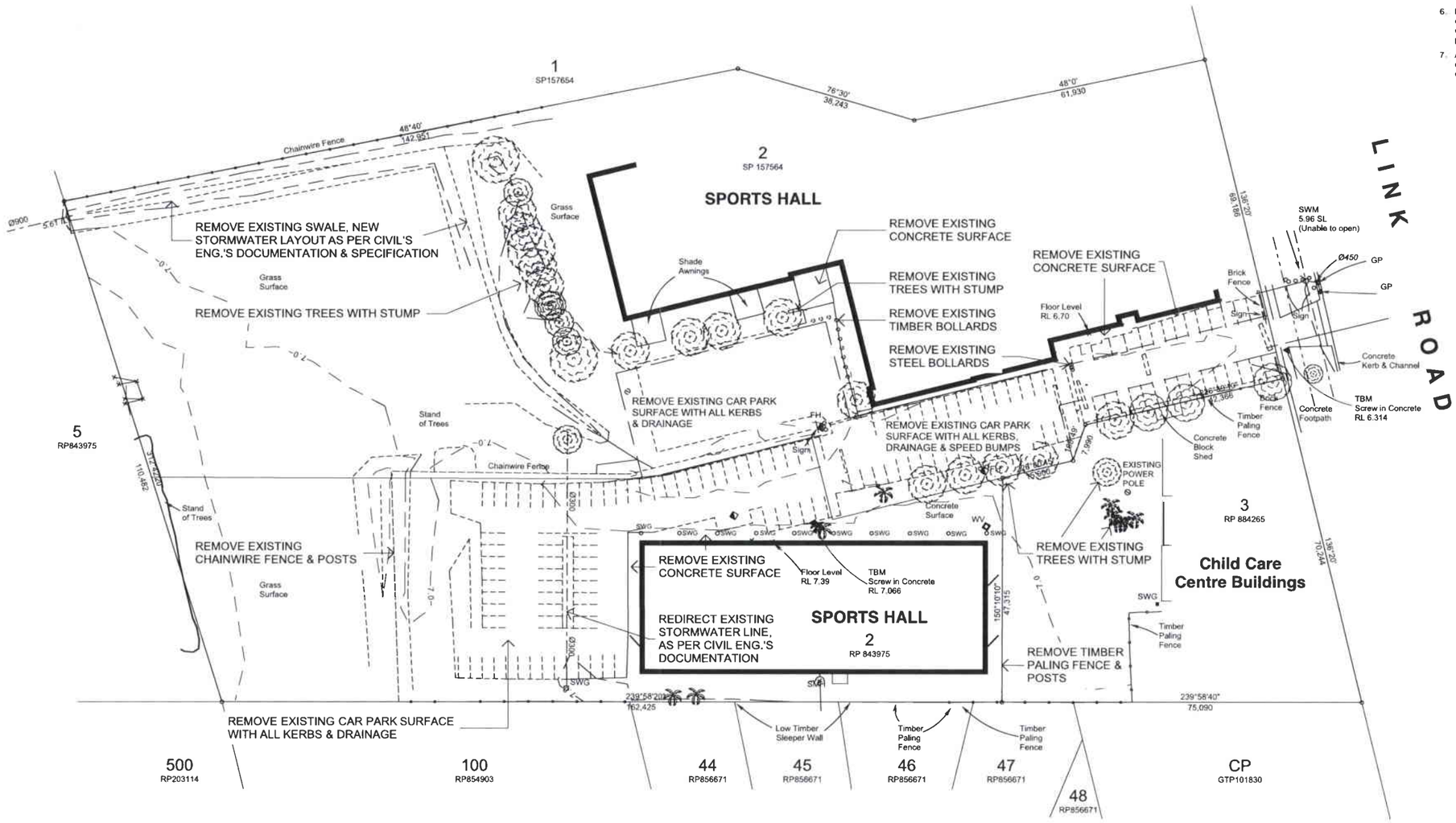
DEMOLITION PLAN LEGEND

Indicates extent of main elements to be demolished & removed off site.

Indicates elements to be demolished & removed off site.

SITE DEMOLITION WORKS NOTES

1. Refer to Civil Engineer's Drawings for extent of cut and fill.
2. All demolition work to comply with AS2601-2001.
3. Provide safe termination to services. Services required in Proposed Works to be temporarily disconnected and coordinated to allow for future reinstatement.
   Services not required in Proposed Works to be terminated and capped to extent to allow for proposed works. Redundant materials to be demolished.
4. Provide temporary support to the existing structure where demolition/relocation has occured
5. Execute demolition activities in a professional manner and make good for proposed works where possible.
6. Builder is responsible to rectify any damage to existing to be retained or adjoining properties caused during demolition or construction process.
7. All existing electrical services that are affected during construction process to be made safe in compliance with Australian Standards.



PRELIMINARY
NOT FOR CONSTRUCTION

Proposed Demolition Plan

scale: 1:500 @ A1

rev.	description	date
A	CONSULTANT ISSUE	17/03/15
B	CARPARK, BUILDING FOOTPRINT, ACOUSTIC & STORMWATER	28/04/15
C	Update Carpark	22/05/15

rev. description date

YMCA Townhousses

128 Link Road Victoria Point QLD 4156

YMCA

DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*

architect: *SC*

drawn: *PM, RP*

DA-02.03 C

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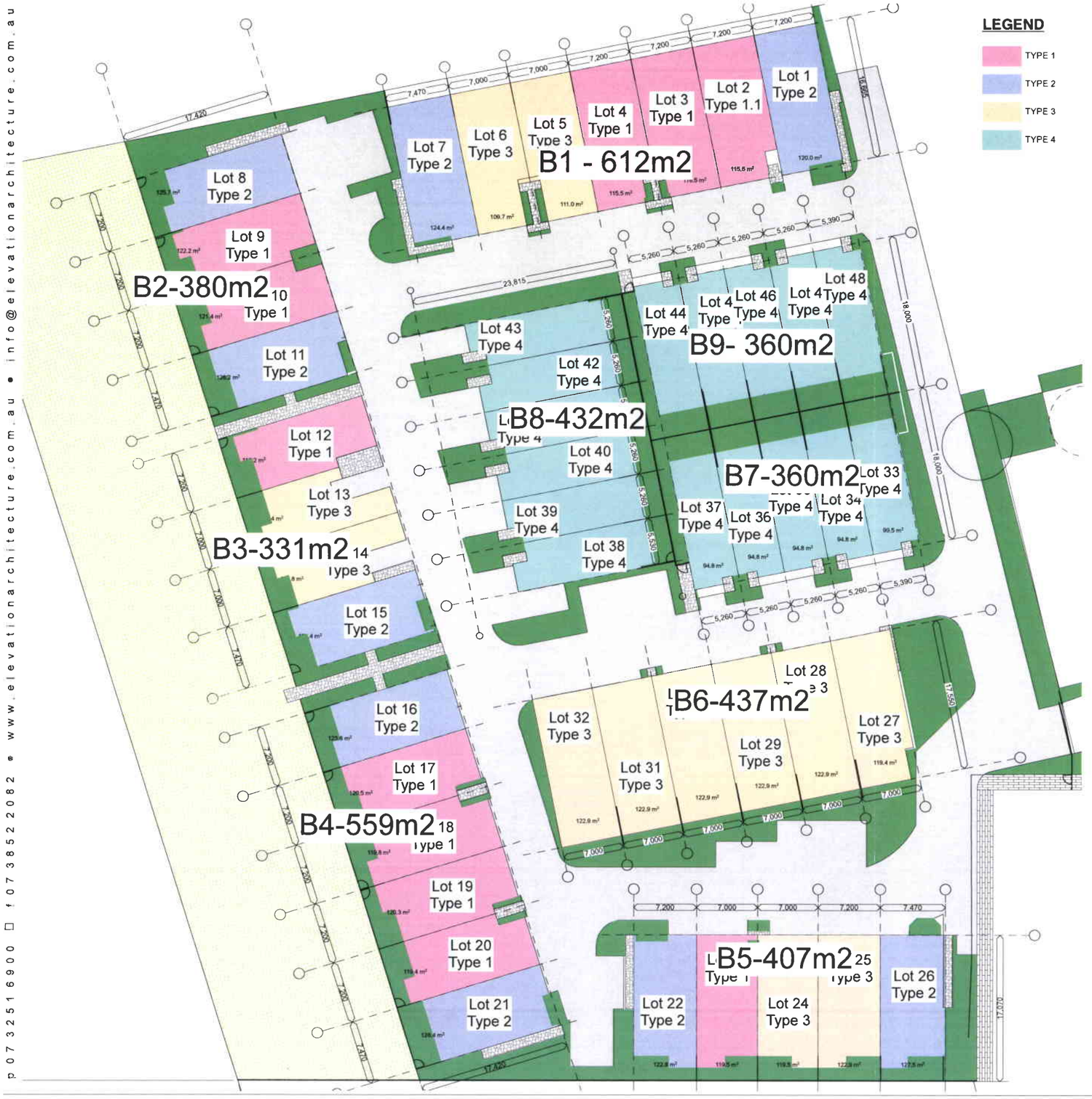

LOT No.	LOT m²	UNIT No.	TYPE	LEVELS	BEDROOM No.	GFA m² (Habitabe & Wet Areas)	GFA m² (car parking)	GFA m² - Covered Decks ONLY	GFA m² - Private Outdoor Space (incl. covered decks)	PARKING
BUILDING 1										
1	120	1	2	2	3 optional 4th or Family	131.3	18.5	9.8	43.1	1
2	115.5	2	1.1	2	3	122.3	34.9	9	38.6	2
3	116.5	3	1	2	3	122.3	34.9	9	38.6	2
4	115.5	4	1	2	3	122.3	34.9	9	38.6	2
5	111	5	3	2	3	110.3	18.4	9	37.7	1 + Carport
6	109.7	6	3	2	3	110.3	18.4	9	37.7	1 + Carport
7	124.4	7	2	2	3 optional 4th or Family	131.3	18.5	9.8	43.1	1
8	125.7	8	2	2	3 optional 4th or Family	131.3	18.5	9.8	30.9	1
9	122.2	9	1	2	3	122.3	34.9	9	30.3	2
10	121.4	10	1	2	3	122.3	34.9	9	30.3	2
11	126.2	11	2	2	3 optional 4th or Family	131.3	18.5	9.8	30.9	1
12	118.2	12	1	2	3	122.3	34.9	9	28.6	2
13	113.4	13	3	2	3	110.3	18.4	9	27.7	1 + Carport
14	114.8	14	3	2	3	110.3	18.4	9	27.7	1 + Carport
15	128.4	15	2	2	3 optional 4th or Family	131.3	18.5	9.8	28.9	1
16	123.8	16	2	2	3 optional 4th or Family	131.3	18.5	9.8	28.9	1
17	120.5	17	1	2	3	122.3	34.9	9	28.3	2
18	119.8	18	1	2	3	122.3	34.9	9	28.3	2
19	120.3	19	1	2	3	122.3	34.9	9	28.3	2
20	119.4	20	1	2	3	122.3	34.9	9	28.3	2
21	128.4	21	2	2	3 optional 4th or Family	131.3	18.5	9.8	28.9	1
22	122.9	22	2	2	3 optional 4th or Family	131.3	18.5	9.8	28	1
23	119.5	23	1	2	3	122.3	34.9	9	27.5	2
24	119.5	24	3	2	3	110.3	18.4	9	26.7	1 + Carport
25	122.9	25	3	2	3	110.3	18.4	9	26.7	1 + Carport
26	127.5	26	2	2	3 optional 4th or Family	131.3	18.5	9.8	28	1
27	122.9	27	3	2	3	110.3	18.4	9	30.3	1 + Carport
28	122.9	28	3	2	3	110.3	18.4	9	30.3	1 + Carport
29	122.9	29	3	2	3	110.3	18.4	9	30.3	1 + Carport
30	122.9	30	3	2	3	110.3	18.4	9	30.3	1 + Carport
31	122.9	31	3	2	3	110.3	18.4	9	30.3	1 + Carport
32	122.9	32	3	2	3	110.3	18.4	9	30.3	1 + Carport
33	99.5	33	4	2	3	109.2	17.4	9	23.4	1
34	94.8	34	4	3	3	109.2	17.4	9	23.4	1
35	94.8	35	4	2	3	109.2	17.4	9	23.4	1
36	94.8	36	4	2	3	109.2	17.4	9	23.4	1
37	94.8	37	4	2	3	109.2	17.4	9	23.4	1
38	131.7	38	4	2	3	108.2	18.4	9	26.3	1 + Carport
39	125.3	39	4	2	3	108.2	18.4	9	26.3	1 + Carport
40	125.3	40	4	2	3	108.2	18.4	9	26.3	1 + Carport
41	125.3	41	4	2	3	108.2	18.4	9	26.3	1 + Carport
42	125.3	42	4	2	3	108.2	18.4	9	26.3	1 + Carport
43	125.3	43	4	2	3	108.2	18.4	9	26.3	1 + Carport
44	94.7	44	4	2	3	109.2	17.4	9	23.4	1
45	94.7	45	4	3	3	109.2	17.4	9	23.4	1
46	94.7	46	4	2	3	109.2	17.4	9	23.4	1
47	94.7	47	4	2	3	109.2	17.4	9	23.4	1
48	99.5	48	4	2	3	109.2	17.4	9	23.4	1
TOTAL	5580					5591.8	1055.6	439.2	1394.2	

BUILDING 1 - 612M2
BUILDING 2 - 380M2
BUILDING 3 - 331M2
BUILDING 4 - 559M2
BUILDING 5 - 407M2
BUILDING 6 - 437M2
BUILDING 7 - 360M2
BUILDING 8 - 432M2

TOTAL GROUND FLOOR BUILDING AREA 3518M2

PRELIMINARY
NOT FOR CONSTRUCTION

Proposed Site Plan - Lots No.s, Unit Types & House No.s

scale: 1:100 @ A1

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rev.	description	date
A	CONSULTANT ISSUE	17/03/15
B	CARPARK, BUILDING FOOTPRINT, ACOUSTIC & STORMWATER	28/04/15
C	Update Carpark	22/05/15
D	Add Ground Floor GFA	25.06.15

rev.	description	date

YMCA Townhousses
128 Link Road Victoria Point QLD 4156

YMCA

NORTH

DEVELOPMENT APPROVAL

commenced: *November 2014*
architect: *SC*
drawn: *PM, RP*

project no: *8122*

DA-02.04 d

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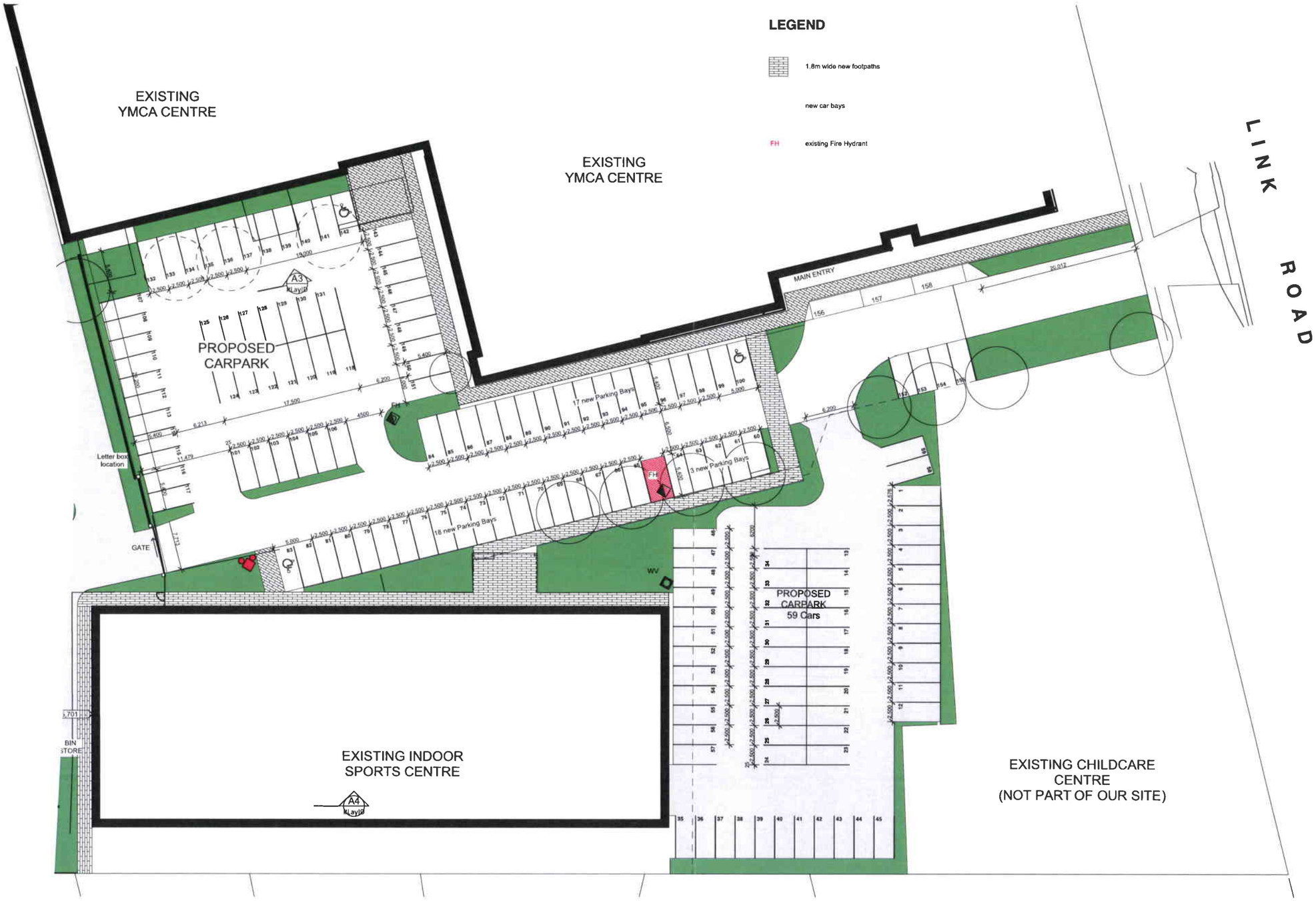

PRELIMINARY
NOT FOR CONSTRUCTION

Proposed Site Plan - Parking & Footpaths

scale: 1:250 @ A1

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rev.	description	date	rev.	description	date
A	CONSULTANT ISSUE	17/03/15			
B	CARPARK, BUILDING FOOTPRINT, ACOUSTIC & STORMWATER	28/04/15			
C	Update Carpark	22/05/15			
D	Add 2 x extra carparks	02/06/15			

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128 Link Road Victoria Point QLD 4156

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DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*
architect: *SC*
drawn: *PM, RP* **DA-02.05** D

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Proposed Site Plan - Buildings

scale: 1:100 @ A1

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A	CONSULTANT ISSUE	17/03/15			
B	CARPARK, BUILDING FOOTPRINT, ACOUSTIC & STORMWATER	28/04/15			

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DEVELOPMENT APPROVAL

commenced: *November 2014*
architect: *SC*
drawn: *PM, RP*

project no: *8122*

DA-02.06 C

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Proposed Site Plan - Unit Types

scale:

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A	CONSULTANT ISSUE	17/03/15
B	CARPARK, BUILDING FOOTPRINT, ACOUSTIC & STORMWATER	28/04/15
C	Update Carpark	22/05/15

rev.	description	date

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NORTH

DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*

architect: *SC*

drawn: *PM, RP* **DA-02.07** C

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First Floor
SCALE 1:250 @ A1

RW28-32 (6,38 Laminate glass QLON Seals)

RW34-36 (10,76 Laminate QLON Seals)

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Proposed Site Plan - First Floor

scale:

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rev.	description	date
D	Update Carpark	22/05/15
C	CARPARK - BUILDING FOOTPRINT, ACOUSTIC & STORMWATER	28/04/15
B	ACOUSTIC OVERLAY	10.04/15
A	CONSULTANT ISSUE	27/03/15

rev.	description	date

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commenced: *November 2014*
architect: *SC*
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project no: *8122*

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Roof Plan
1:250

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Roof Plans

scale:

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rev.	description	date
B	Update Carpark	22/05/15
A	CARPARK, BUILDING FOOTPRINT, ACOUSTIC & STORMWATER	28/04/15

rev.	description	date

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DEVELOPMENT APPROVAL

commenced:	*November 2014*	project no:	*8122*
architect:	*SC*		
drawn:	*PM, RP*	**SD-02.09**	B

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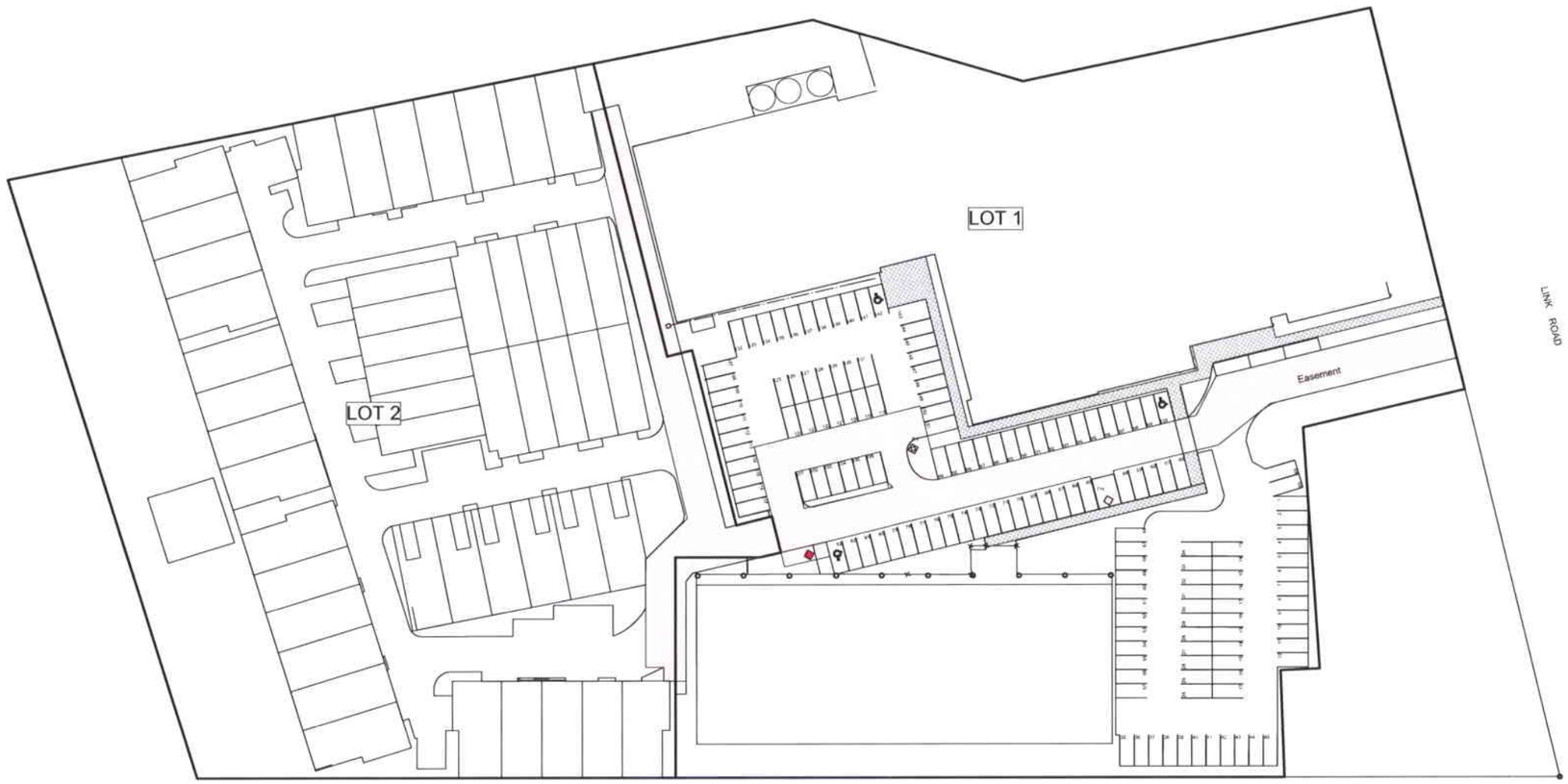

Lot Layout
SCALE 1:500 @ A1

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Proposed Subdivision
scale:

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C	Boundary Alignment	11/06/15			
B	Boundary Alignment	11/06/15			

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DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*
architect: *SC*
drawn: *PM, RP* **DA-02.10** C

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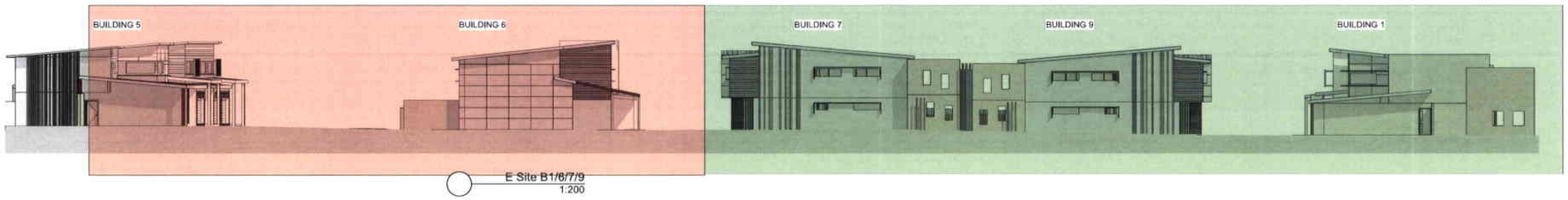

E Site B1/6/7/9
1:200

RW28-32 (6.38 Laminate glass QLON Seals)

RW34-36 (10.76 Laminate QLON Seals)

NE Site B2-4
1:200

SW Site
1:200

NW B1
1:200

NW B9
1:200

NW B5
1:200

SE B1
1:200

NW B6
1:200

SE B7-8
1:200

ACOUSTIC
FILLS
OVERLAID

PRELIMINARY
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Proposed Street Elevations (1 of)

scale:

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D	Update Carpark	22/05/15			
C	Update Elevations	28.04/15			
B	ACOUSTIC FILLS	10.04/15			
A	CONSULTANT ISSUE	17/03/15			

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128 Link Road Victoria Point QLD 4156

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DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*

architect: *SC*

drawn: *PM, RP* **DA-04.01** D

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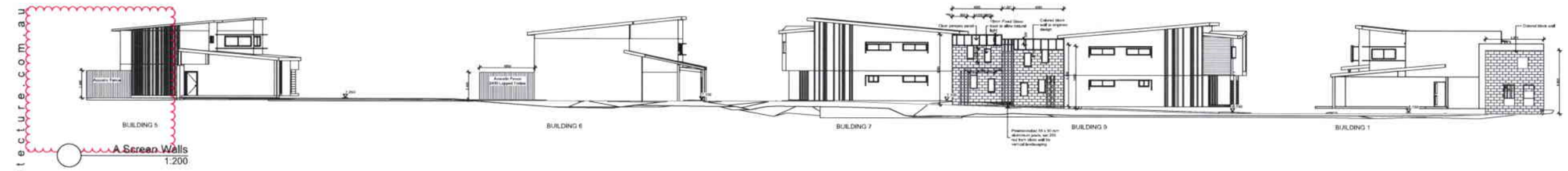
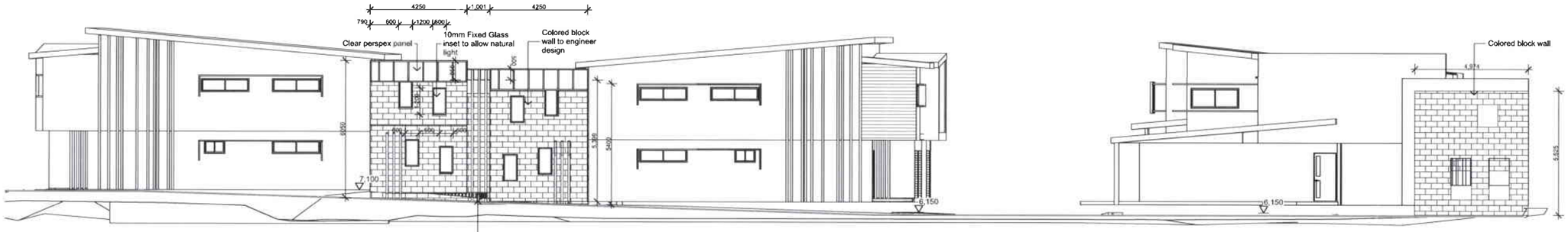


A Screen Walls
1:200

BUILDING 5

BUILDING 6

A Screen Walls
1:100



BUILDING 7

BUILDING 9

BUILDING 1

Powdercoated 50 x 50 mm aluminium posts, set 250 out from block wall for

A Screen Walls
1:100

SE BUILDING 6 FENCE
1:100

PRELIMINARY
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Acoustic Fence

scale:

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B	Update Carpark	22/05/15			
A	Update Acoustic Fence	22/04/15			

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commenced: *November 2014* project no: *8122*
architect: *SC*
drawn: *PM, RP* **SD-05.03** B

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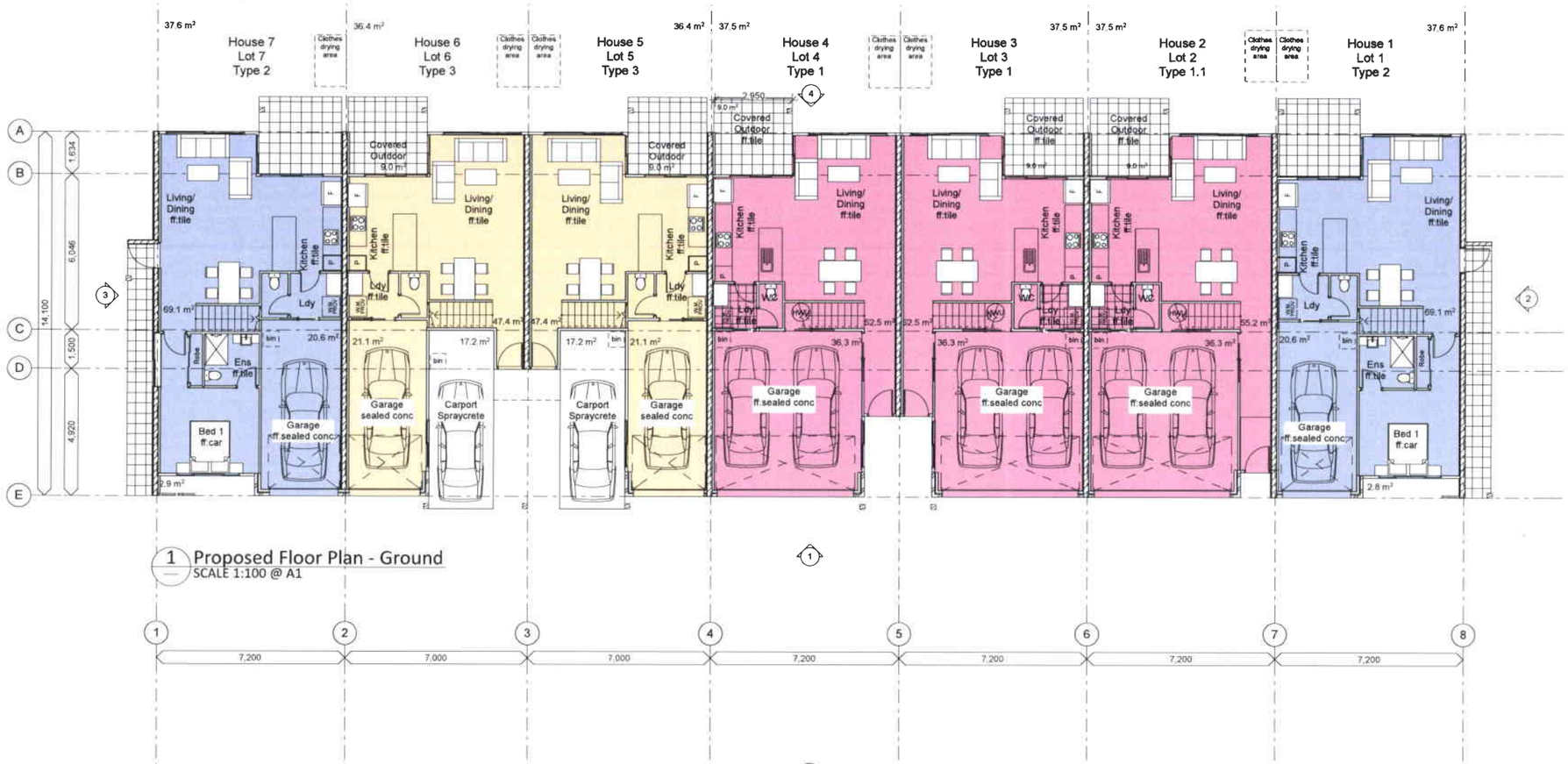

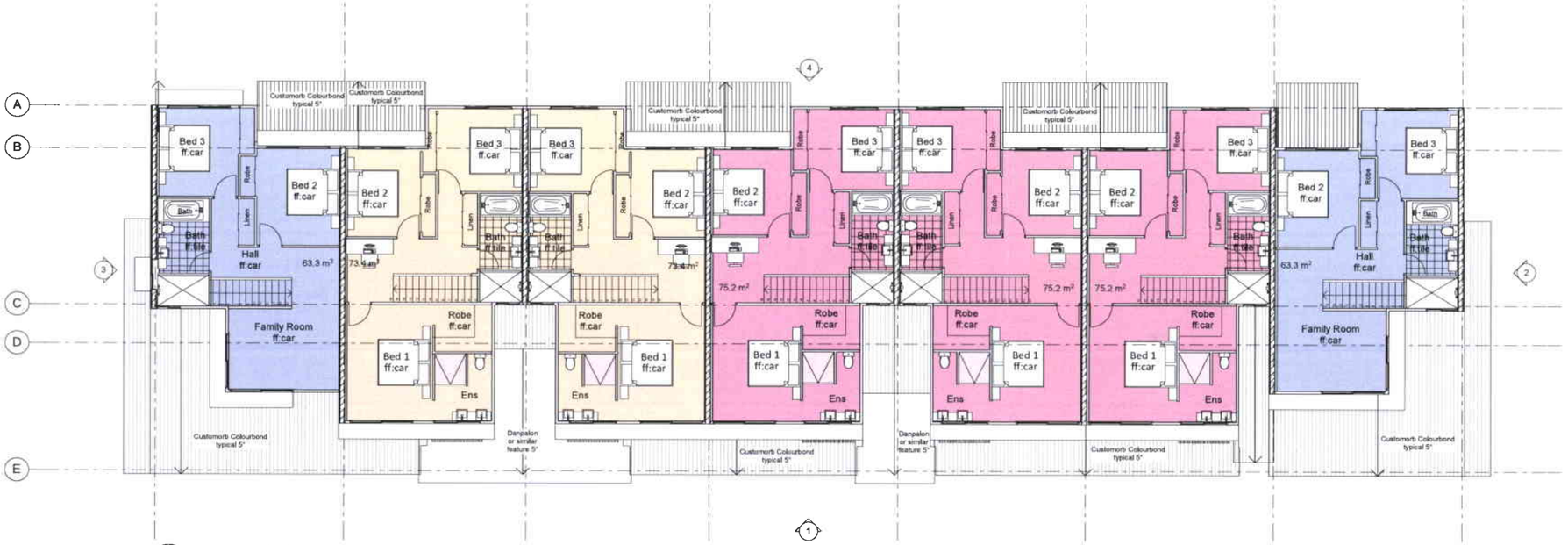

Building 1	
2 x Type 1	
Ground Floor:	52.5m²
First Floor:	75.2m²
Double Garage:	36.3m²
Subtotal:	164m²
Private Outdoor space including covered outdoor:	37.5m²

1 x Type 1.1	
Ground Floor:	55.2m²
First Floor:	75.2m²
Double Garage:	36.3m²
Subtotal:	166.7m²
Private Outdoor space including covered outdoor:	37.5m²

2 x Type 2	
Ground Floor:	69.1m²
First Floor:	63.3m²
Single Garage:	20.6m²
Subtotal:	153m²
Private Outdoor space including covered outdoor:	37.6m²

2 x Type 3	
Ground Floor:	47.4m²
First Floor:	73.4m²
Single Garage:	21.1m²
Subtotal:	141.9m²
Covered Carport:	17.2m²
Private Outdoor space including covered outdoor:	36.4m²

PRELIMINARY
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Proposed Floor Plans - Building 1

scale: 1:100 @ A1

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A	Approval	17/03/15
B	Approval	21/04/15
C	Floor plan changes, client request	24/04/15
D	Shower changes, client request	11/05/15

rev. description date

YMCA Townhousses
128 Link Road Victoria Point QLD 4156

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DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*
architect: *SC*
drawn: *PM, RP*

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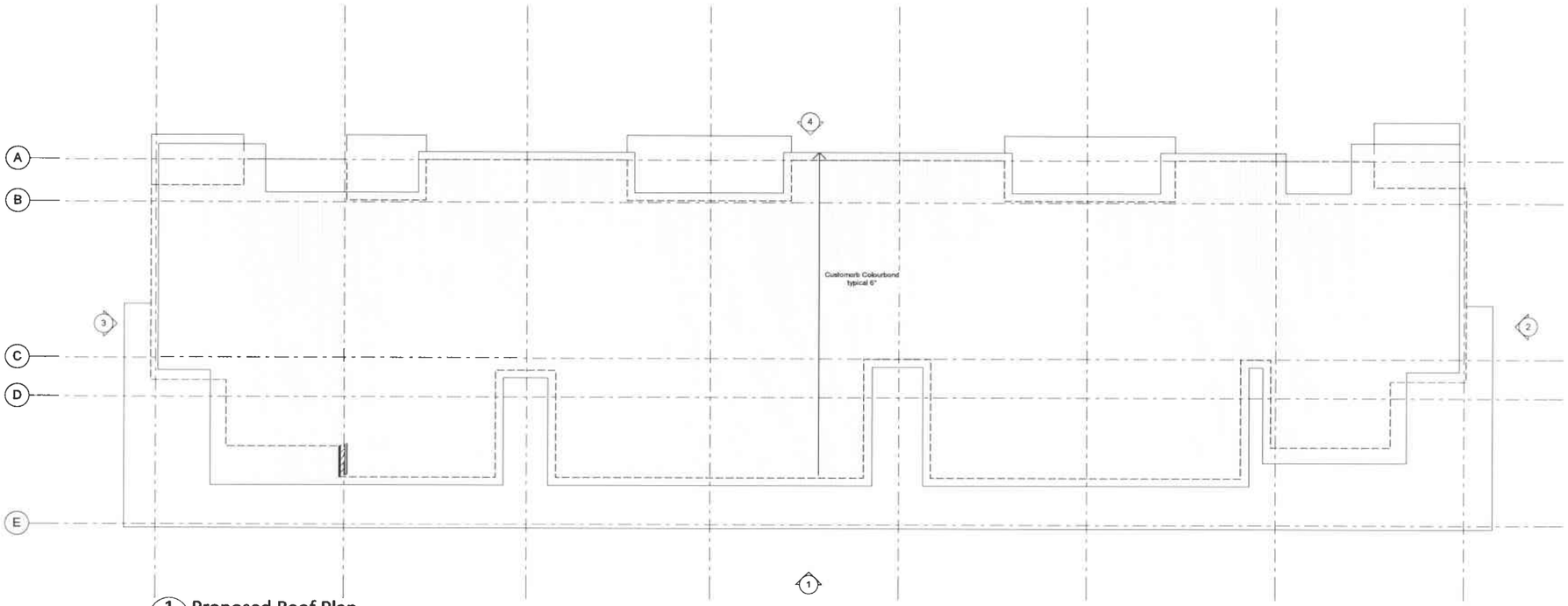

1 Proposed Roof Plan
SCALE 1:100 @ A1

Building 1	
2 x Type 1	
Ground Floor:	52.6m²
First Floor:	75.2m²
Double Garage:	36.3m²
Subtotal:	164.1m²
Private Outdoor space including covered outdoor:	37.5m²

1 x Type 1.1	
Ground Floor:	55.2m²
First Floor:	75.2²
Double Garage:	36.3m²
Subtotal:	166.7m²
Private Outdoor space including covered outdoor:	37.5m²

2 x Type 2	
Ground Floor:	69.1m²
First Floor:	63.3²
Single Garage:	20.6m²
Subtotal:	153.4m²
Private Outdoor space including covered outdoor:	37.6m²

2 x Type 3	
Ground Floor:	47.4m²
First Floor:	73.8m²
Single Garage:	21.1m²
Subtotal:	142.1m²
Covered Carport:	17.2m²
Private Outdoor space including covered outdoor:	36.4m²

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Proposed Roof Plan - Building 1
scale: 1:100 @ A1

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DEVELOPMENT APPROVAL

commenced:	*November 2014*	project no:	*8122*
architect:	*SC*		
drawn:	*PM, RP*	**DA-B1 04.02**	C

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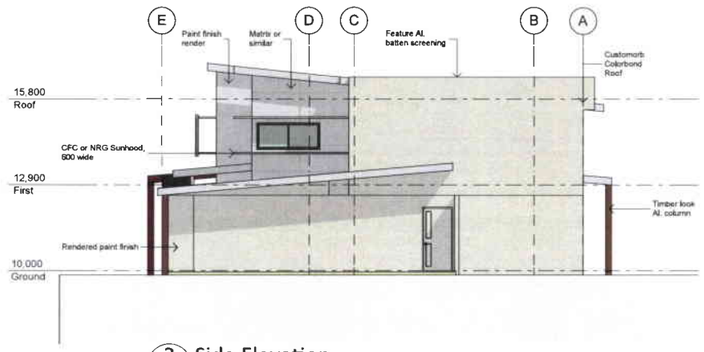
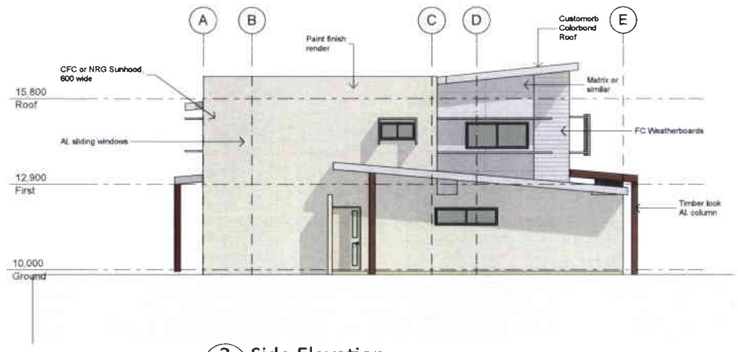
1 Front Elevation
SCALE 1:100 @ A1



2 Side Elevation
SCALE 1:100 @ A1



3 Side Elevation
SCALE 1:100 @ A1

4 Back Elevation
SCALE 1:100 @ A1

Building 1	
2 x Type 1	
Ground Floor:	52.6m²
First Floor:	75.2m²
Double Garage:	36.3m²
Subtotal:	164.1m²
Private Outdoor space including covered outdoor:	37.5m²

1 x Type 1.1	
Ground Floor:	55.2m²
First Floor:	75.2²
Double Garage:	36.3m²
Subtotal:	166.7m²
Private Outdoor space including covered outdoor:	37.5m²

2 x Type 2	
Ground Floor:	69.1m²
First Floor:	63.3²
Single Garage:	20.6m²
Subtotal:	153.4m²
Private Outdoor space including covered outdoor:	37.6m²

2 x Type 3	
Ground Floor:	47.4m²
First Floor:	73.8m²
Single Garage:	21.1m²
Subtotal:	142.1m²
Covered Carport:	17.2m²
Private Outdoor space including covered outdoor:	36.4m²

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Proposed Elevations - Building 1

scale: 1:100 @ A1

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C	Floor plan changes, client request	24/04/15			

YMCA Townhousses
128 Link Road Victoria Point QLD 4156

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DEVELOPMENT APPROVAL

commenced: *November 2014*
architect: *SC*
drawn: *PM, RP*

project no: *8122*

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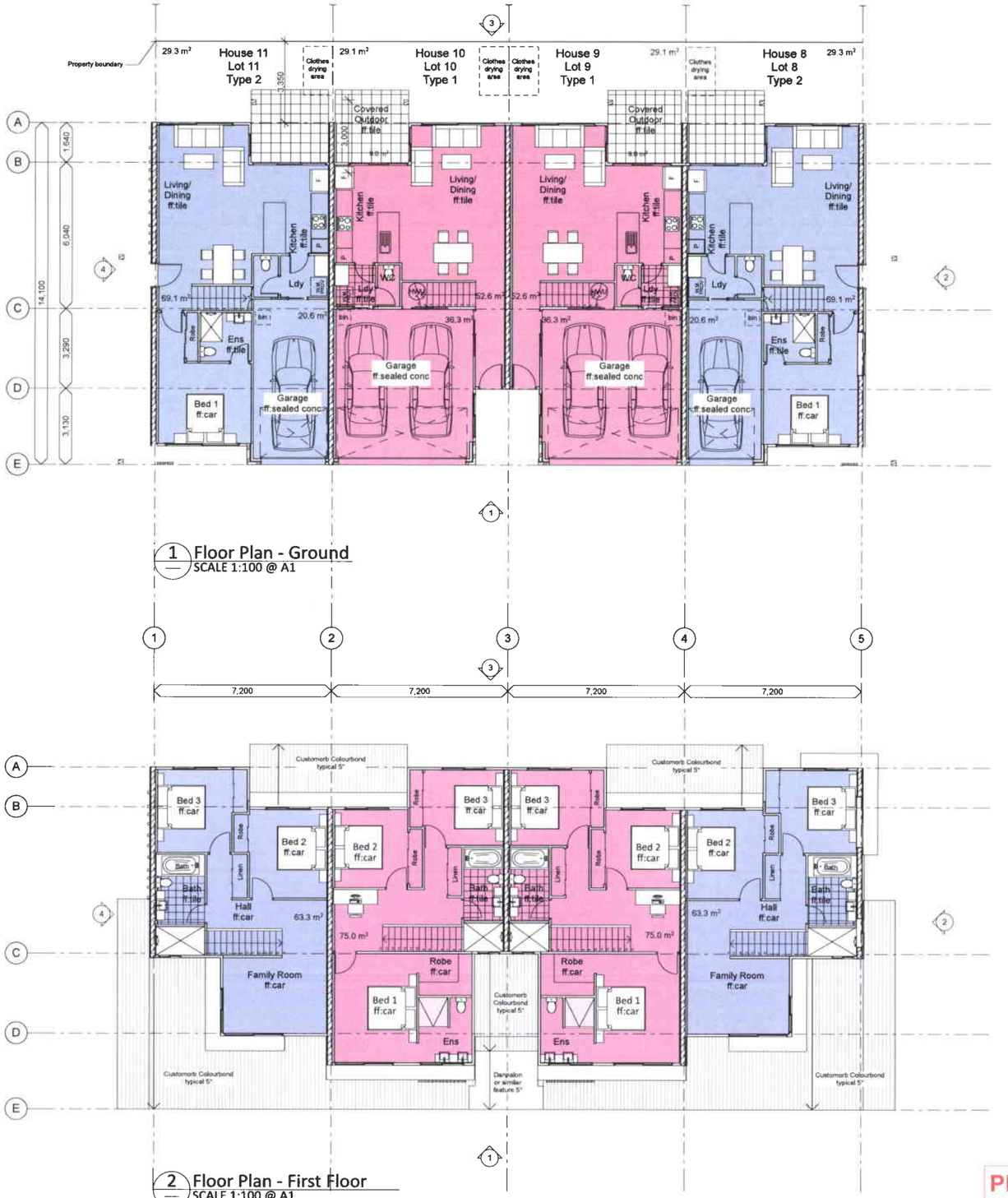

1 Floor Plan - Ground
SCALE 1:100 @ A1

2 Floor Plan - First Floor
SCALE 1:100 @ A1

Building 2	
2 x Type 1	
Ground Floor:	52.6m²
First Floor:	75.0m²
Double Garage:	36.3m²
Subtotal:	163.9m²
Private Outdoor space including covered outdoor:	29.1m²

2 x Type 2	
Ground Floor:	69.1m²
First Floor:	63.3m²
Single Garage:	20.6m²
Subtotal:	153m²
Private Outdoor space including covered outdoor:	29.3m²

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Proposed Floor Plans - Building 2

scale: 1:100 @ A1

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B	Approval	21/04/15
C	Floor plan changes, client request	24/04/15
D	Shower changes, client request	11/05/15

rev. description date

YMCA Townhousses
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DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*
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drawn: *PM, RP*

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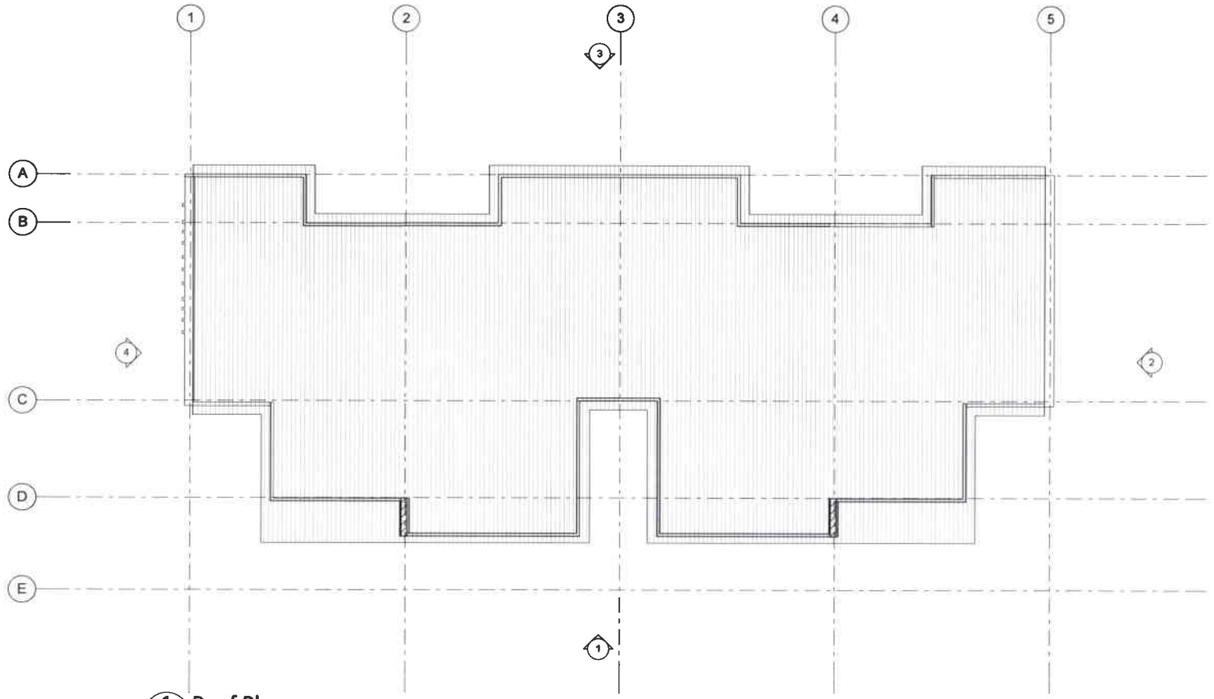

1 Roof Plan
SCALE 1:100 @ A1

Building 2	
2 x Type 1	
Ground Floor:	52.6m²
First Floor:	75.0m²
Double Garage:	36.3m²
Subtotal:	163.9m²
Private Outdoor space including covered outdoor:	29.1m²

2 x Type 2	
Ground Floor:	69.1m²
First Floor:	63.3²
Single Garage:	20.6m²
Subtotal:	153.3m²
Private Outdoor space including covered outdoor:	29.3m²

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Proposed Roof Plan - Building 2

scale: 1:100 @ A1

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DEVELOPMENT APPROVAL

commenced:	*November 2014*	project no:	*8122*
architect:	*SC*		
drawn:	*PM, RP*		**DA-B2 04.02 C**

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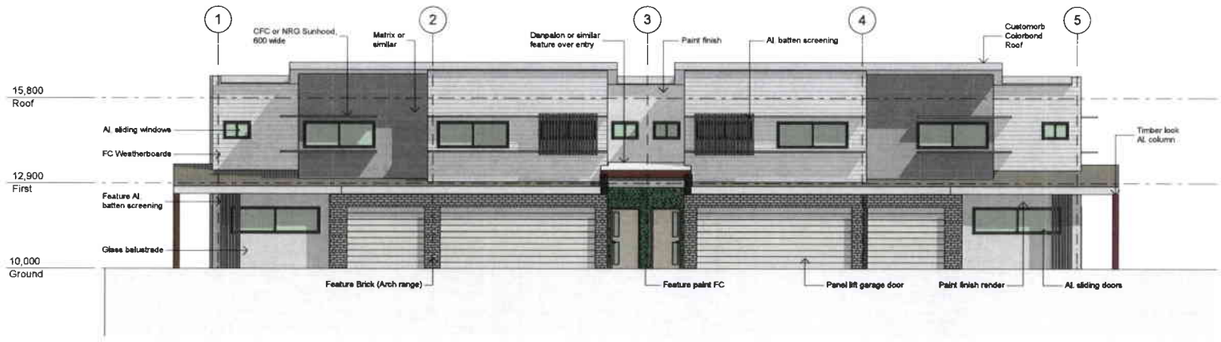
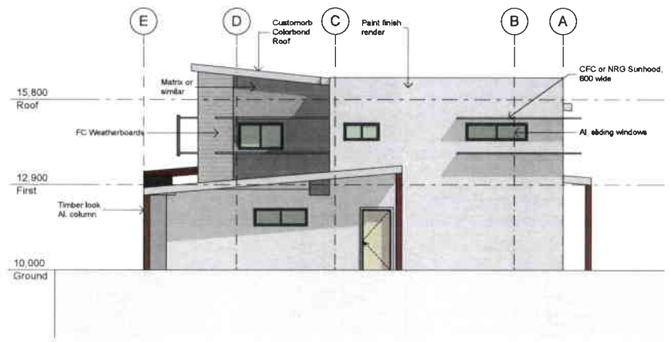
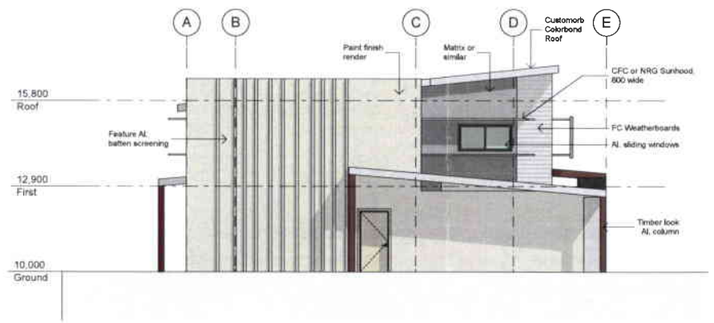


1 Front Elevation
SCALE 1:100 @ A1



2 Side Elevation
SCALE 1:100 @ A1

3 Back Elevation
SCALE 1:100 @ A1



4 Side Elevation
SCALE 1:100 @ A1

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Proposed Elevations - Building 2

scale: 1:100 @ A1

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B	Approval	21/04/15			
C	Floor plan changes, client request	24/04/15			

YMCA Townhousses
128 Link Road Victoria Point QLD 4156

YMCA

DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*
architect: *SC*
drawn: *PM, RP*

DA-B2 09.02 C

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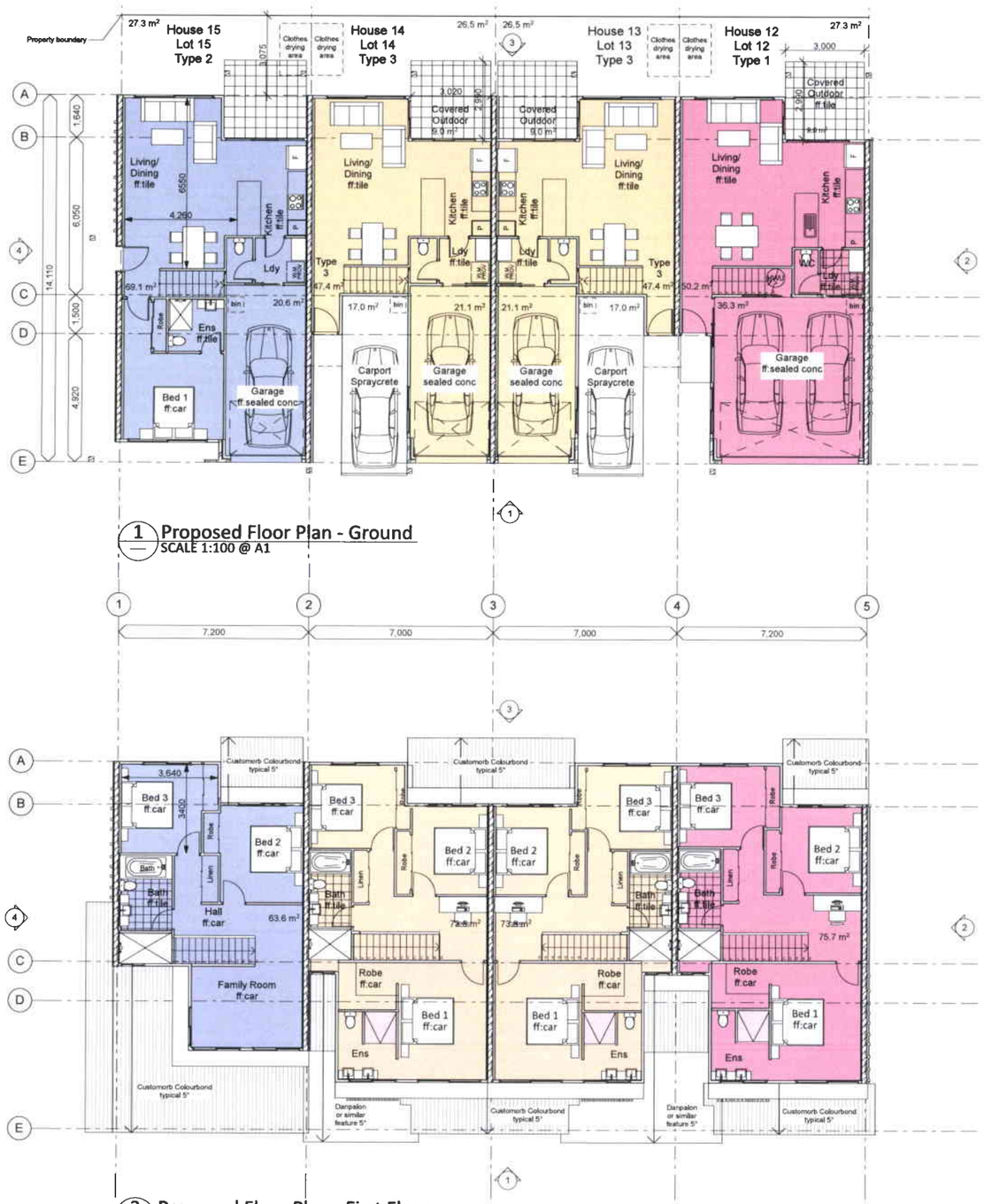

1 Proposed Floor Plan - Ground
SCALE 1:100 @ A1

2 Proposed Floor Plan - First Floor
SCALE 1:100 @ A1

Building 3	
1 x Type 1	
Ground Floor:	50.2m²
First Floor:	75.7m²
Double Garage:	36.3m²
Subtotal:	162.2m²
Private Outdoor space including covered outdoor:	27.3m²

1 x Type 2	
Ground Floor:	69.1m²
First Floor:	63.6m²
Single Garage:	20.6m²
Subtotal:	153.3m²
Private Outdoor space including covered outdoor:	27.3m²

2 x Type 3	
Ground Floor:	47.4m²
First Floor:	73.8m²
Single Garage:	21.1m²
Subtotal:	142.3m²
Covered Carport:	17.0m²
Private Outdoor space including covered outdoor:	26.5m²

PRELIMINARY
NOT FOR CONSTRUCTION

Proposed Floor Plans - Building 3

scale: 1:100 @ A1

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D	Shower changes, client request	11/05/15

rev.	description	date

YMCA Townhousses

128 Link Road Victoria Point QLD 4156

???

DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*
architect: *SC*
drawn: *RM*

DA-B3 04.01 D

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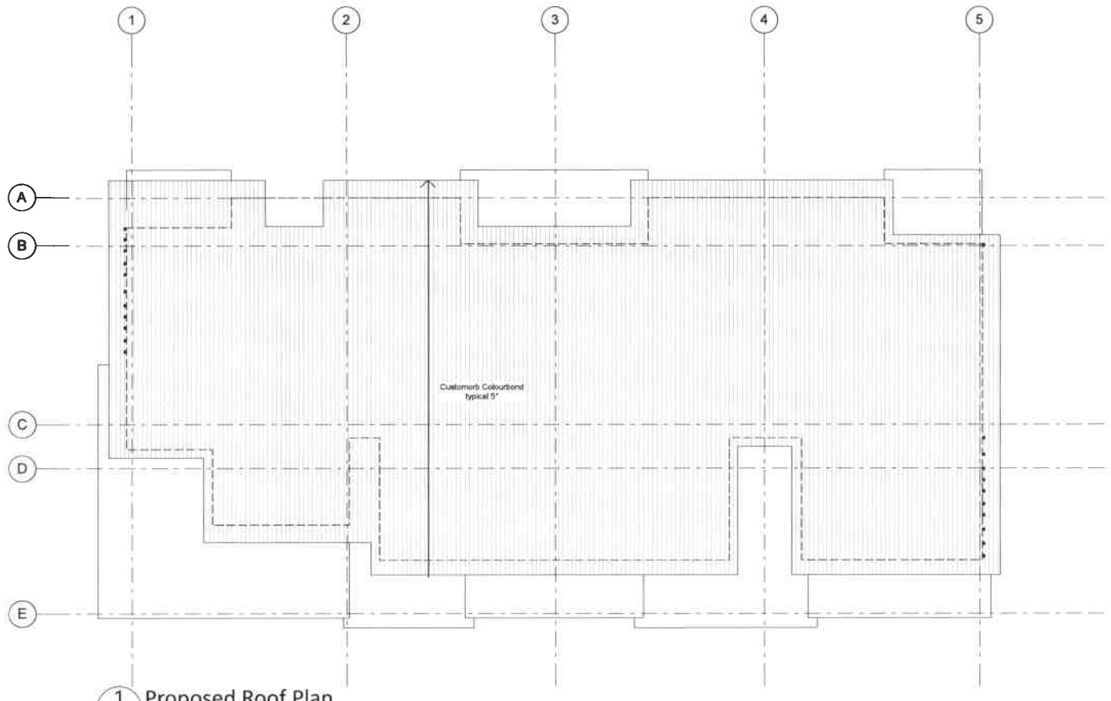

1 Proposed Roof Plan
SCALE 1:100 @ A1

Building 3	
1 x Type 1	
Ground Floor:	50.2m²
First Floor:	75.7m²
Double Garage:	36.3m²
Subtotal:	162.2m²
Private Outdoor space including covered outdoor:	27.3m²

1 x Type 2	
Ground Floor:	69.1m²
First Floor:	63.6²
Single Garage:	20.6m²
Subtotal:	153.3m²
Private Outdoor space including covered outdoor:	27.3m²

2 x Type 3	
Ground Floor:	47.4m²
First Floor:	73.8m²
Single Garage:	21.1m²
Subtotal:	142.3m²
Covered Carport:	17.0m²
Private Outdoor space including covered outdoor:	26.5m²

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Proposed Roof Plan - Building 3

scale: 1:100 @ A1

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rev.	description	date

YMCA Townhousses
128 Link Road Victoria Point QLD 4156
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DEVELOPMENT APPROVAL

commenced: *November 2014*
architect: *SC*
drawn: *RM*
project no: *8122*

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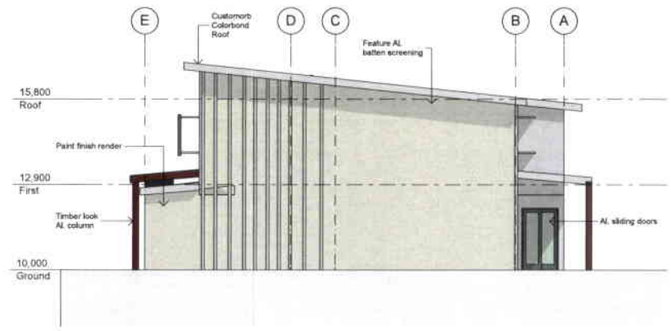
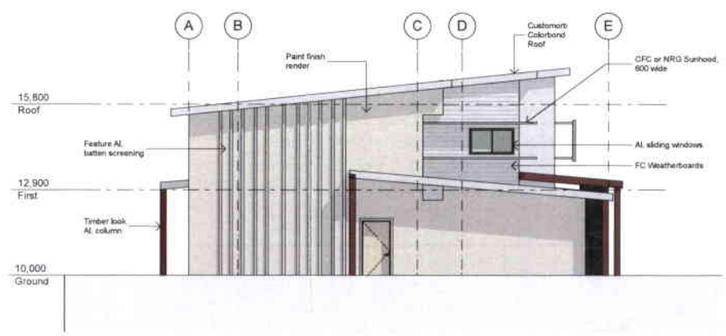
1 Front Elevation
SCALE 1:100 @ A1



2 Side Elevation
SCALE 1:100 @ A1

3 Back Elevation
SCALE 1:100 @ A1



4 Side Elevation
SCALE 1:100 @ A1

PRELIMINARY
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Proposed Elevations - Building 3

scale: 1:100 @ A1

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YMCA Townhousses
128 Link Road Victoria Point QLD 4156

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DEVELOPMENT APPROVAL

commenced: *November 2014*
architect: *SC*
drawn: *RM*
project no: *8122*

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1 Proposed Floor Plan - Ground
SCALE 1:100 @ A1

2 Proposed Floor Plan - First Floor
SCALE 1:100 @ A1

Building 4	
4 x Type 1	
Ground Floor:	52.6m²
First Floor:	75.0m²
Double Garage:	36.3m²
Subtotal:	163.9m²
Private Outdoor space including covered outdoor:	27.1m²

2 x Type 2	
Ground Floor:	69.1m²
First Floor:	63.4m²
Single Garage:	20.6m²
Subtotal:	153.1m²
Private Outdoor space including covered outdoor:	27.3m²

PRELIMINARY
NOT FOR CONSTRUCTION

Proposed Floor Plans - Building 4

scale: 1:100 @ A1

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C	Floor plan changes, client request	24/04/15			
D	Shower changes, client request	11/05/15			

YMCA Townhousses
128 Link Road Victoria Point QLD 4156

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DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*
architect: *SC*
drawn: *RM*

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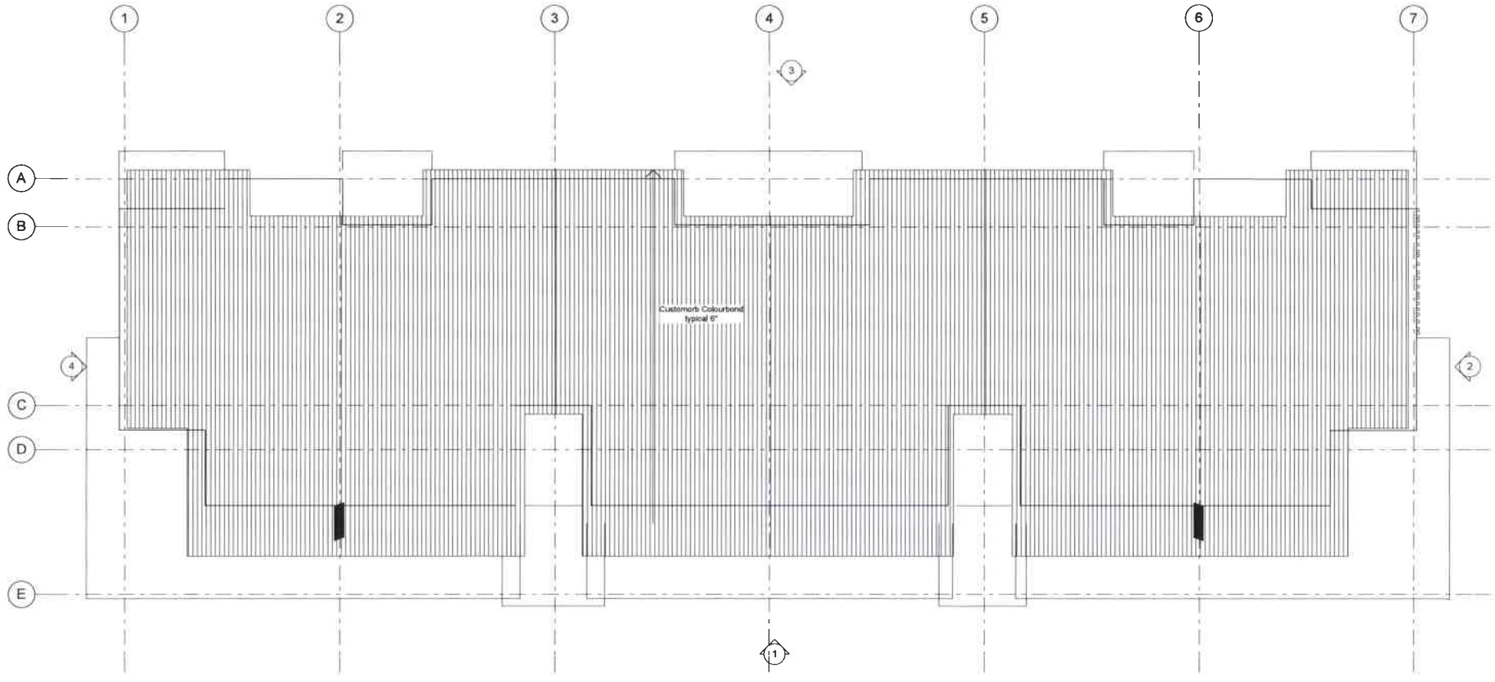

1 Proposed Roof Plan
SCALE 1:100 @ A1

Building 4	
4 x Type 1	
Ground Floor:	52.6m²
First Floor:	75.0m²
Double Garage:	36.3m²
Subtotal:	163.9m²
Private Outdoor space including covered outdoor:	27.1m²

2 x Type 2	
Ground Floor:	69.1m²
First Floor:	63.4²
Single Garage:	20.6m²
Subtotal:	153.1m²
Private Outdoor space including covered outdoor:	27.3m²

PRELIMINARY
NOT FOR CONSTRUCTION

Proposed Roof Plan - Building 4

scale: 1:100 @ A1

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128 Link Road Victoria Point QLD 4156

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DEVELOPMENT APPROVAL

commenced: *November 2014*
architect: *SC*
drawn: *RM*
project no: *8122*

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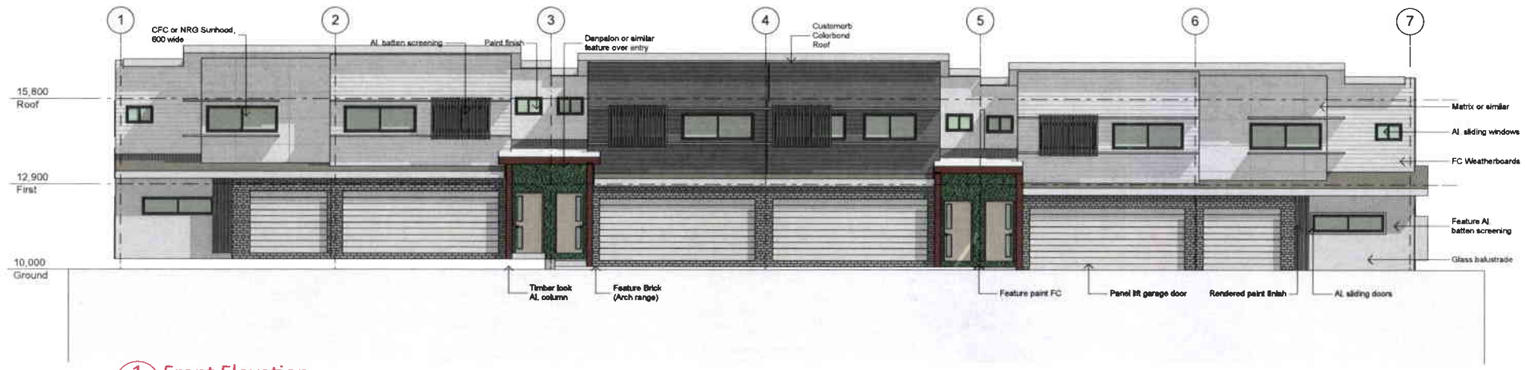
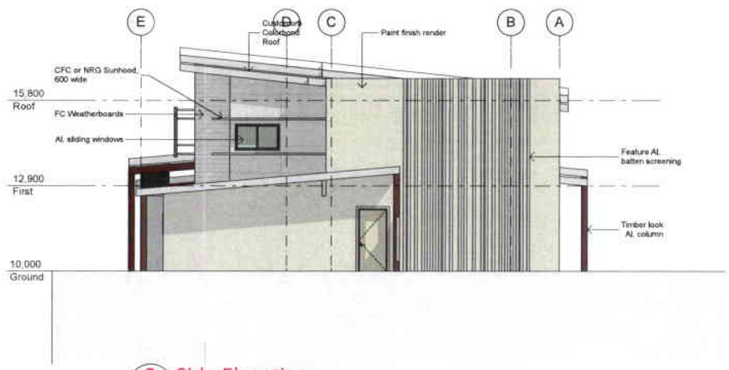
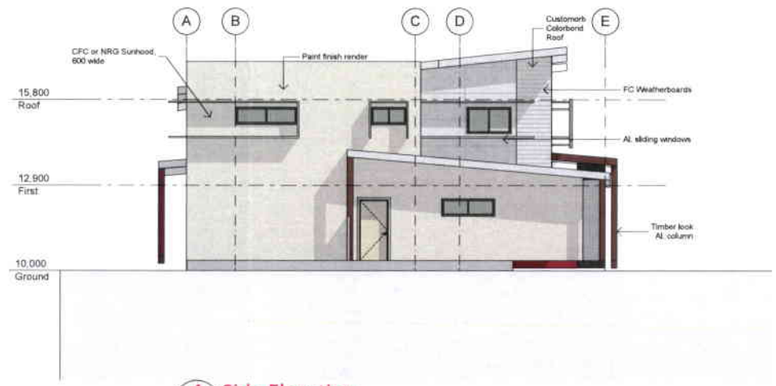


1 Front Elevation
SCALE 1:100 @ A1



2 Side Elevation
SCALE 1:100 @ A1

3 Back Elevation
SCALE 1:100 @ A1



4 Side Elevation
SCALE 1:100 @ A1

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Proposed Elevations - building 4

scale: 1:100 @ A1

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YMCA Townhousses
128 Link Road Victoria Point QLD 4156

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DEVELOPMENT APPROVAL

commenced: *November 2014*
architect: *SC*
drawn: *RM*

project no: *8122*

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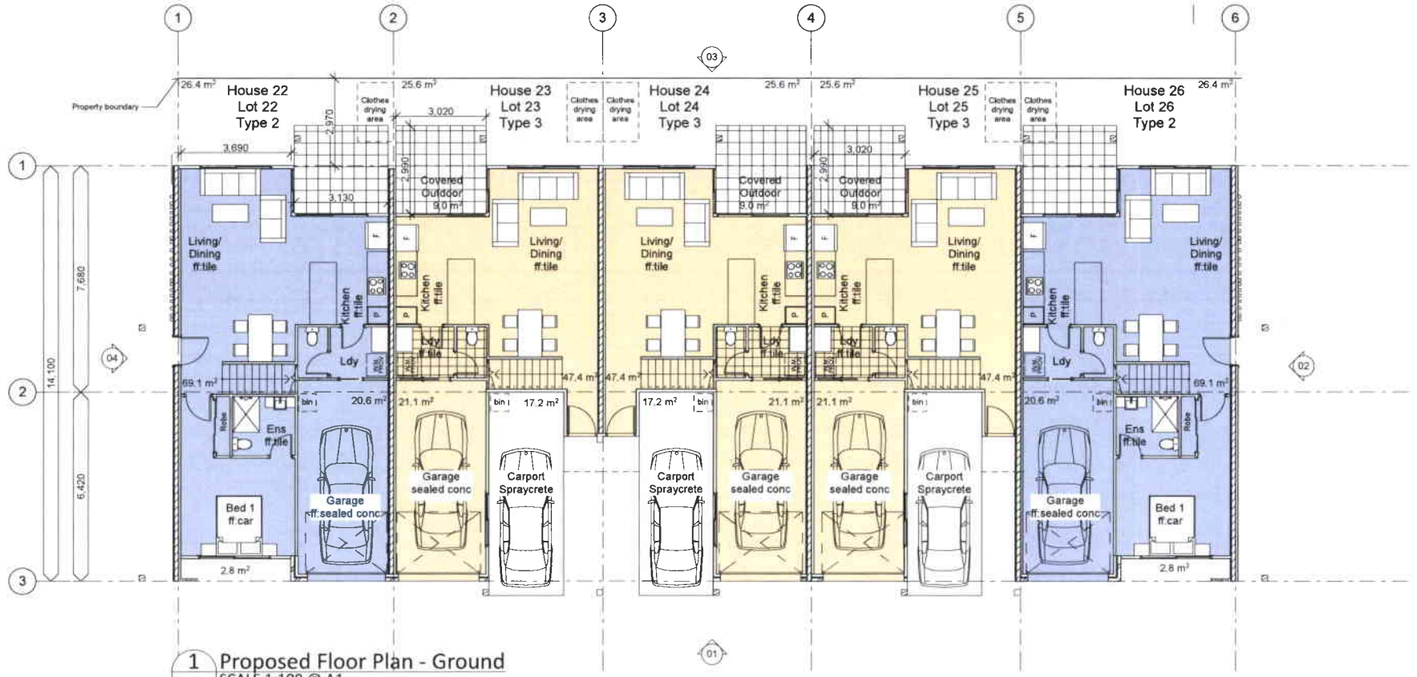
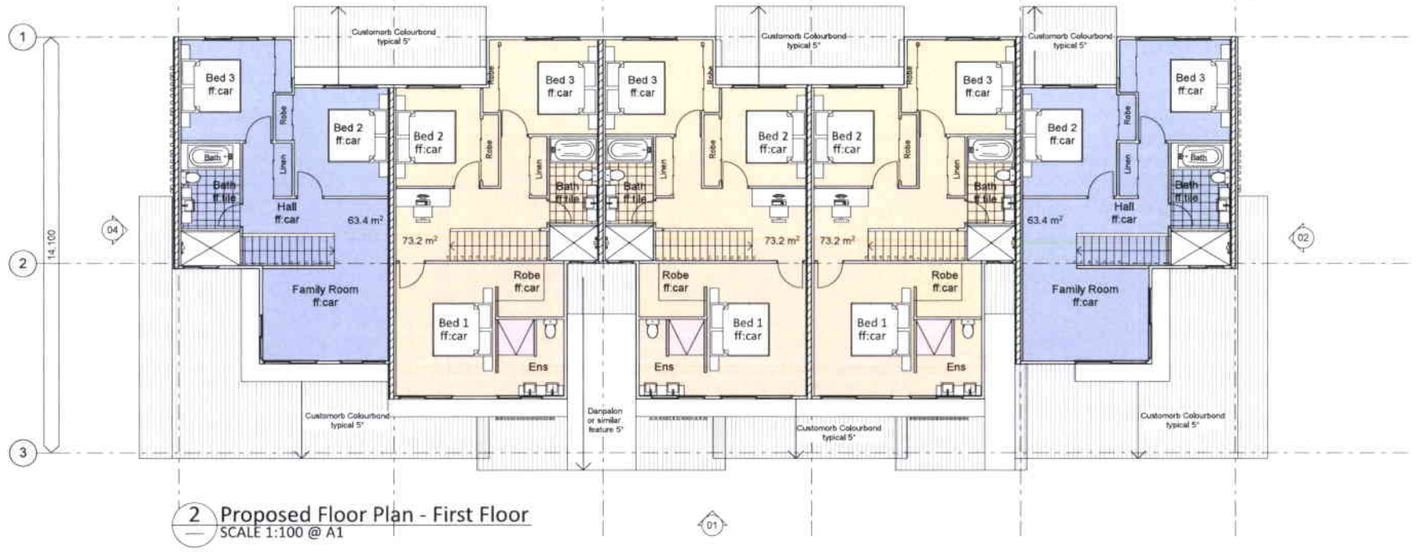


1 Proposed Floor Plan - Ground
SCALE 1:100 @ A1



2 Proposed Floor Plan - First Floor
SCALE 1:100 @ A1

Building 5	
1 x Type 2	
Ground Floor:	69.1m²
First Floor:	63.4m²
Single Garage:	20.6m²
Subtotal:	153.1m²
Private Outdoor space including covered outdoor:	26.4m²

2 x Type 3	
Ground Floor:	47.4m²
First Floor:	73.2m²
Single Garage:	21.1m²
Subtotal:	141.7m²
Covered Carport:	17.2m²
Private Outdoor space including covered outdoor:	25.6m²

PRELIMINARY
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Proposed Floor Plans - Building 5

scale: 1:100 @ A1

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D	Shower changes, client request	11/05/15

rev.	description	date

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128 Link Road Victoria Point QLD 4156

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DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*
architect: *SC*
drawn: *RM*

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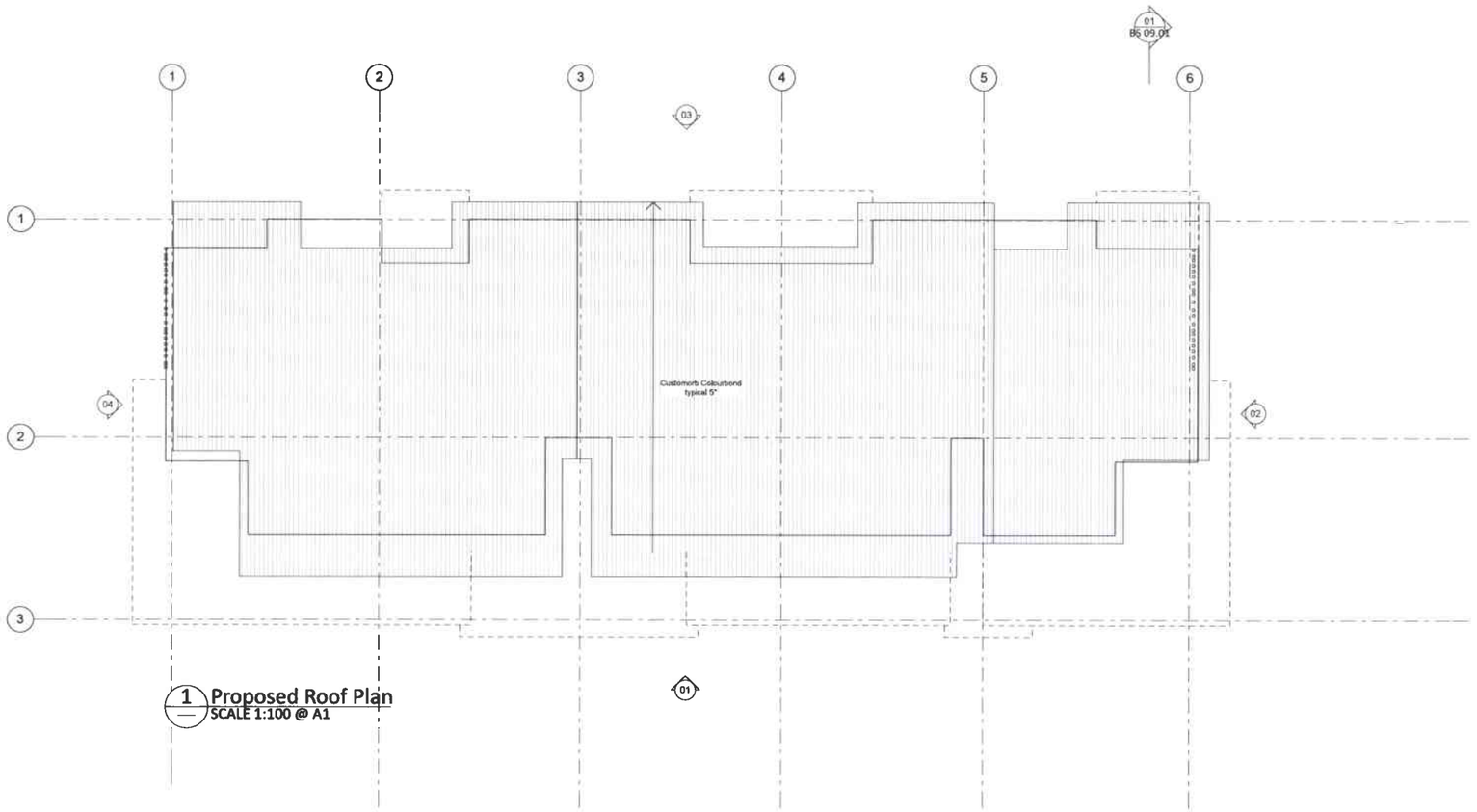

1 **Proposed Roof Plan**
SCALE 1:100 @ A1

Building 5	
1 x Type 2	
Ground Floor:	69.1m²
First Floor:	63.4m²
Single Garage:	20.6m²
Subtotal:	153.1m²
Private Outdoor space including covered outdoor:	26.4m²

2 x Type 3	
Ground Floor:	47.4m²
First Floor:	73.6m²
Single Garage:	21.1m²
Subtotal:	142.1m²
Covered Carport:	17.2m²
Private Outdoor space including covered outdoor:	25.6m²

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Proposed Roof Plan - Building 5

scale: 1:100 @ A1

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YMCA Townhousses
128 Link Road Victoria Point QLD 4156

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DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*
architect: *SC*
drawn: *RM*

DA-B5 04.02 C

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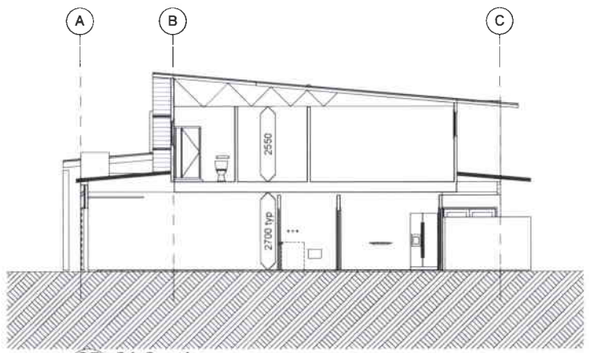
01 Front Elevation
SCALE 1:100 @ A1

02 Side Elevation
SCALE 1:100 @ A1

03 Back Elevation
SCALE 1:100 @ A1

04 Side Elevation
SCALE 1:100 @ A1



05 01 Section
SCALE 1:100 @ A1

PRELIMINARY
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Proposed Elevations - Building 5

scale: 1:100 @ A1

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YMCA Townhousses

128 Link Road Victoria Point QLD 4156

YMCA

DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*

architect: *SC*

drawn: *RM*

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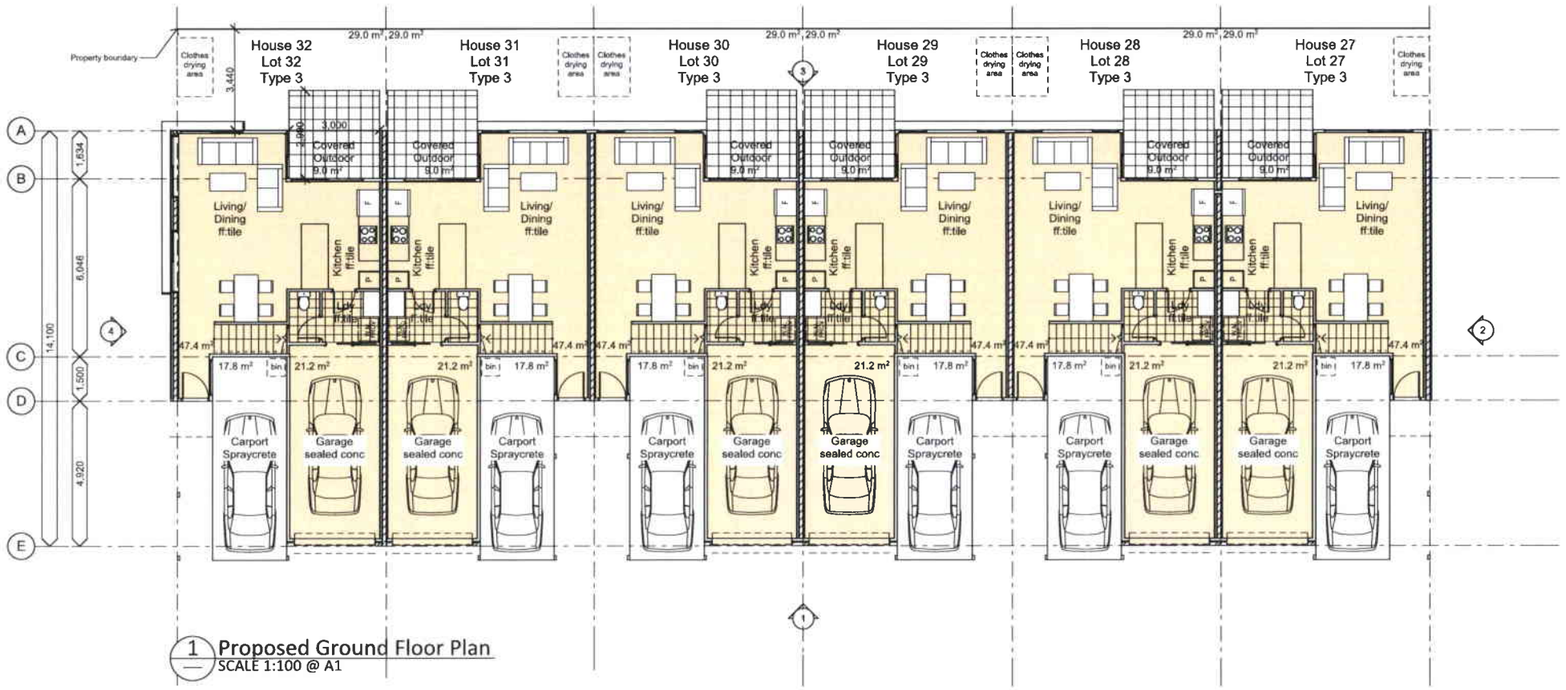
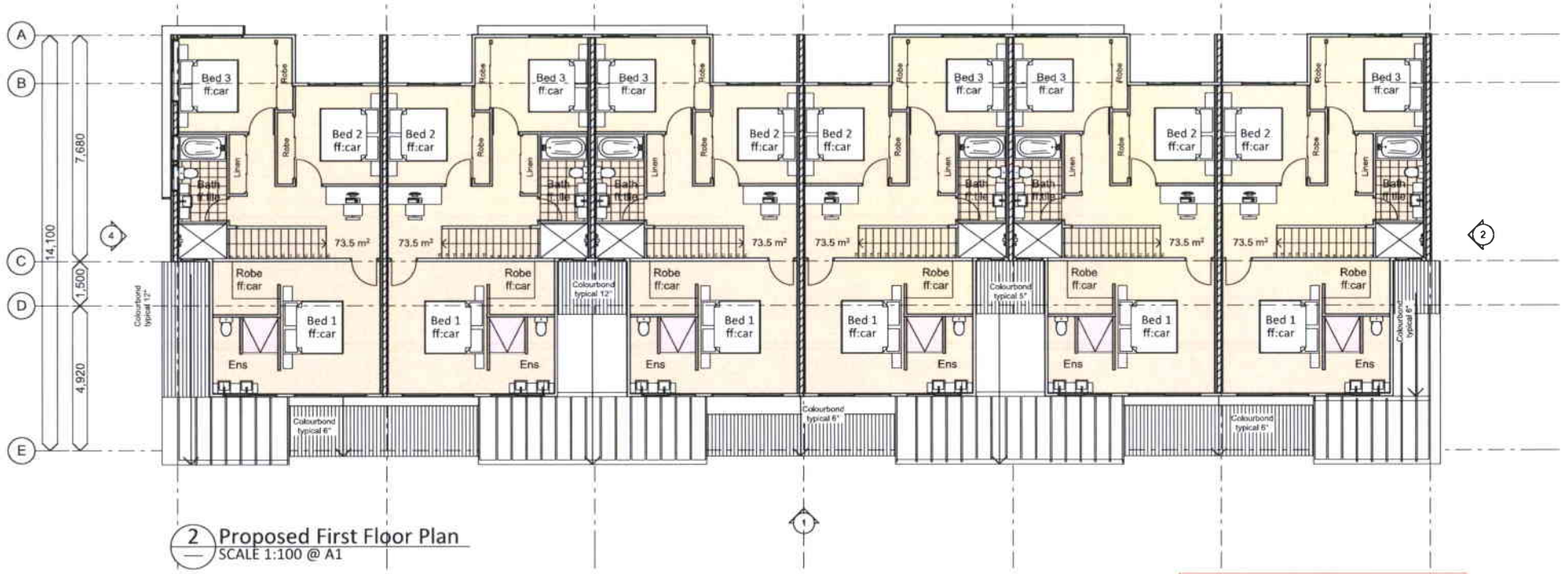


1 Proposed Ground Floor Plan
SCALE 1:100 @ A1



2 Proposed First Floor Plan
SCALE 1:100 @ A1

Building 6	
6 x Type 3	
Ground Floor:	47.4m²
First Floor:	73.5m²
Single Garage:	21.2m²
Subtotal:	142.1m²
Carport:	17.8m²
Private Outdoor space including covered outdoor:	29.0m²

PRELIMINARY
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Proposed Floor Plans - Building 6

scale: 1:100 @ A1

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DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*
architect: *SC*
drawn: *RM* **DA-B6 04.01** D

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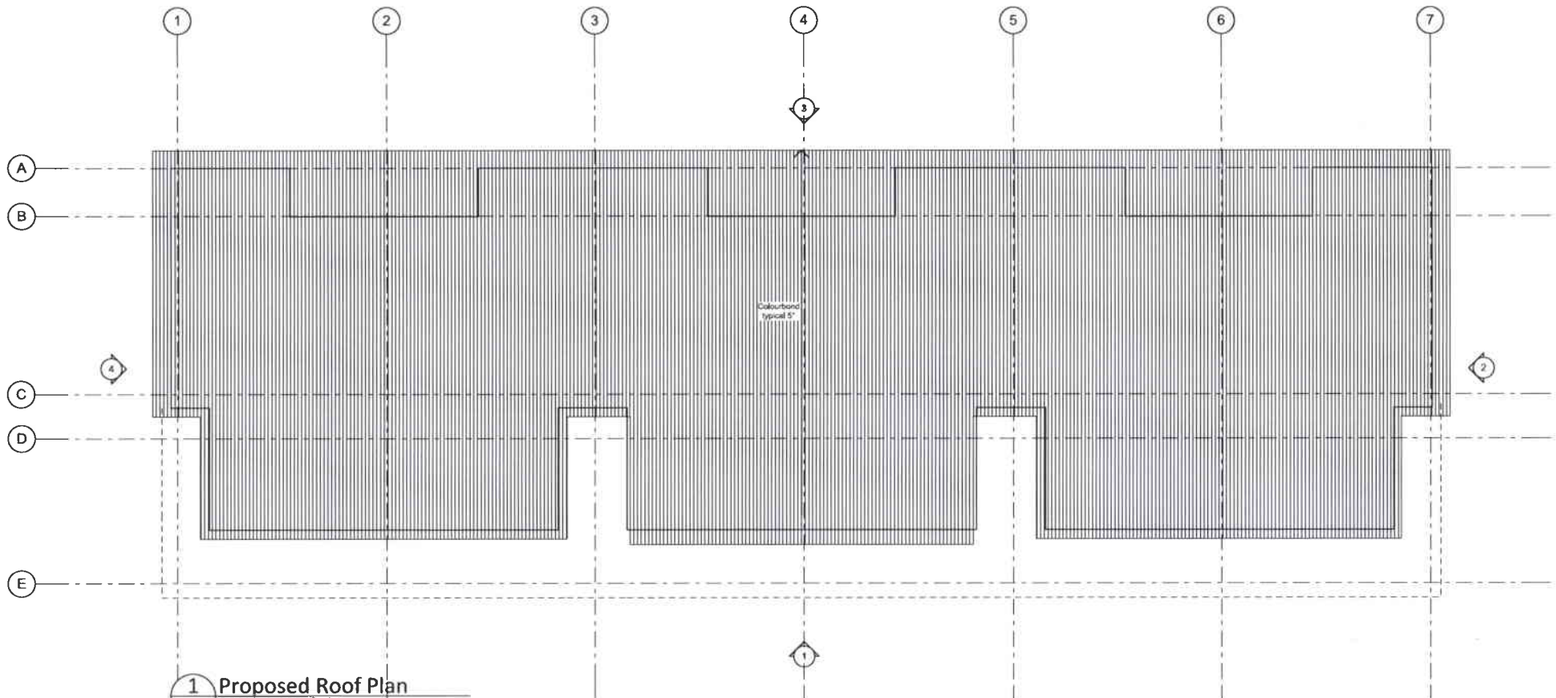

1 Proposed Roof Plan
SCALE 1:100 @ A1

Building 6	
6 x Type 3	
Ground Floor:	47.4m²
First Floor:	73.6m²
Single Garage:	21.2m²
Subtotal:	142.2m²
Carport:	17.8m²
Private Outdoor space including covered outdoor:	29.0m²

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PRELIMINARY
NOT FOR CONSTRUCTION

YMCA Townhousses
128 Link Road Victoria Point QLD 4156

YMCA

Proposed Roof Plan - Building 6

scale: 1:100 @ A1

DEVELOPMENT APPROVAL

commenced: *November 2014*
architect: *SC*
drawn: *RM*

project no: *8122*

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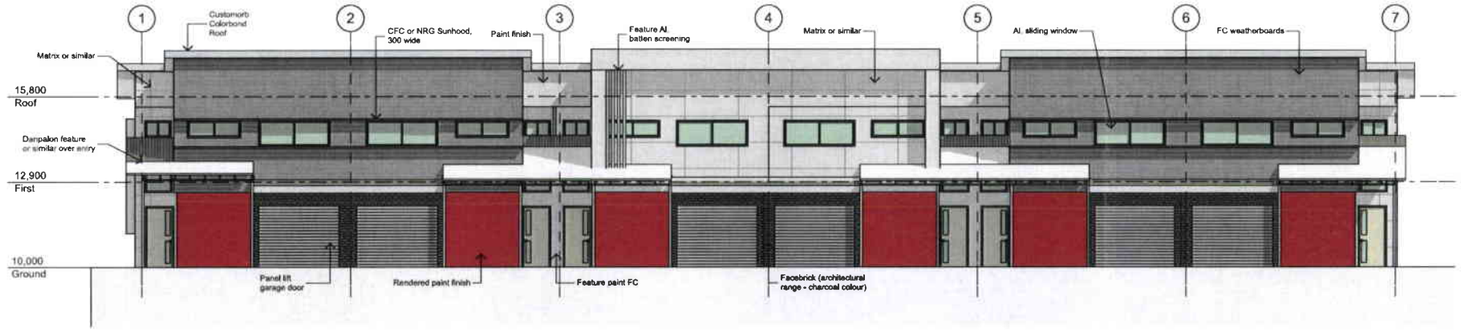
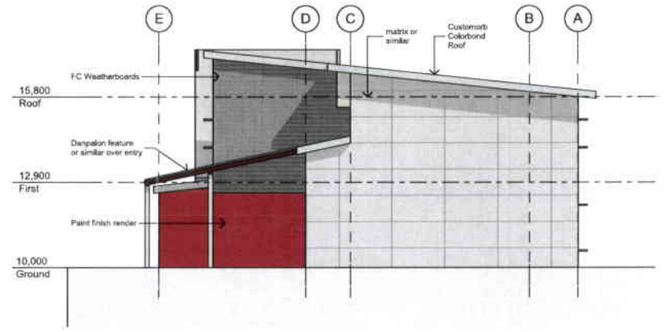
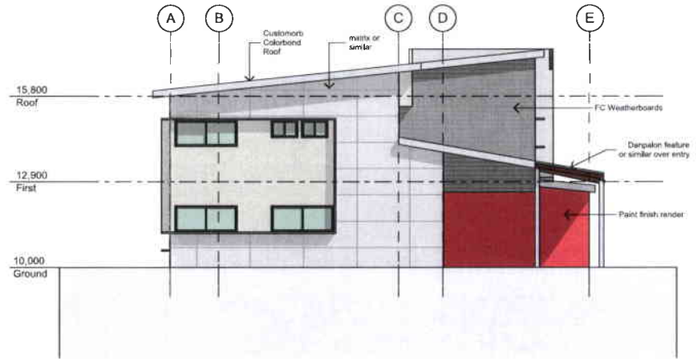


1 Front Elevation
SCALE 1:100 @ A3



2 Side Elevation
SCALE 1:100 @ A3

3 Back Elevation
SCALE 1:100 @ A1



4 Side Elevation
SCALE 1:100 @ A1

PRELIMINARY
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Proposed Elevations - Building 6

scale: 1:100 @ A1

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YMCA Townhousses
128 Link Road Victoria Point QLD 4156

YMCA

DEVELOPMENT APPROVAL

commenced: *November 2014*
architect: *SC*
drawn: *RM*
project no: *8122*

DA-B6 09.01 C

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1 Proposed Ground Floor Plan
SCALE 1:100 @ A1

2 Proposed First Floor Plan
SCALE 1:100 @ A1

Building 7	
5 x Type 4	
Ground Floor:	48.2m²
First Floor:	68.4m²
Single Garage:	19.2m²
Subtotal:	135.8m²
Private Outdoor space including covered outdoor:	20.9m²

PRELIMINARY
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Proposed Floor Plans - Building 7

scale: 1:100 @ A1

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DEVELOPMENT APPROVAL

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architect: *SC*
drawn: *RM* **DA-B7&9 04.01** C

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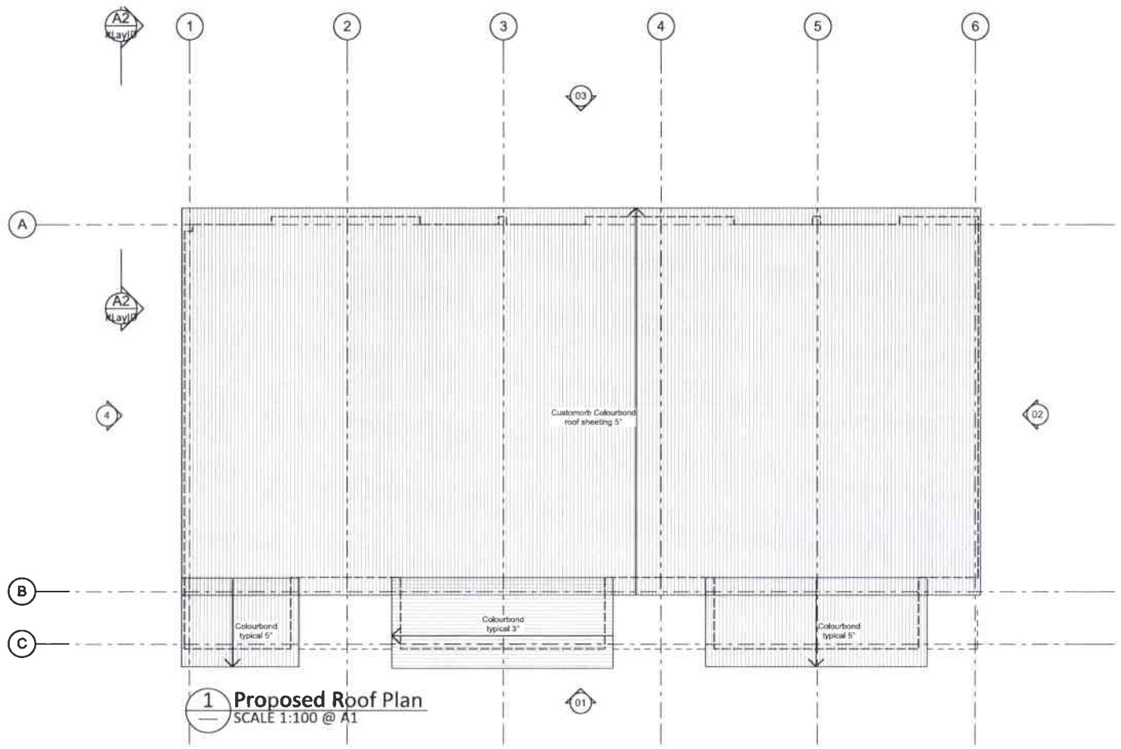

1 **Proposed Roof Plan**
SCALE 1:100 @ A1

Building 7	
5 x Type 4	
Ground Floor:	48.2m²
First Floor:	68.4m²
Single Garage:	19.2m²
Subtotal:	135.8m²
Private Outdoor space including covered outdoor:	20.9m²

PRELIMINARY
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Proposed Roof Plan - Building 7

scale: 1:100 @ A1

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DEVELOPMENT APPROVAL

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architect: *SC*
drawn: *RM* **DA-B7&9 04.02** C

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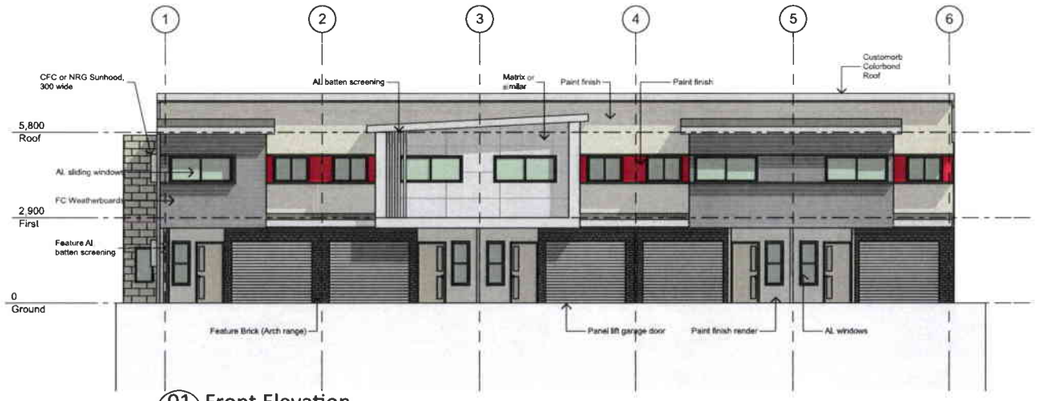

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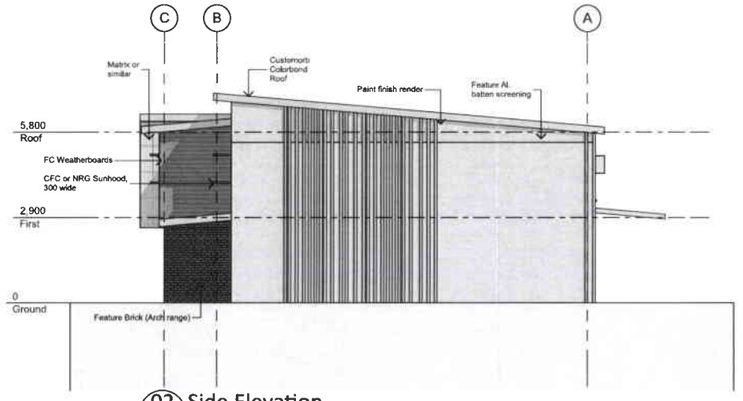
SCALE 1:100 @ A1



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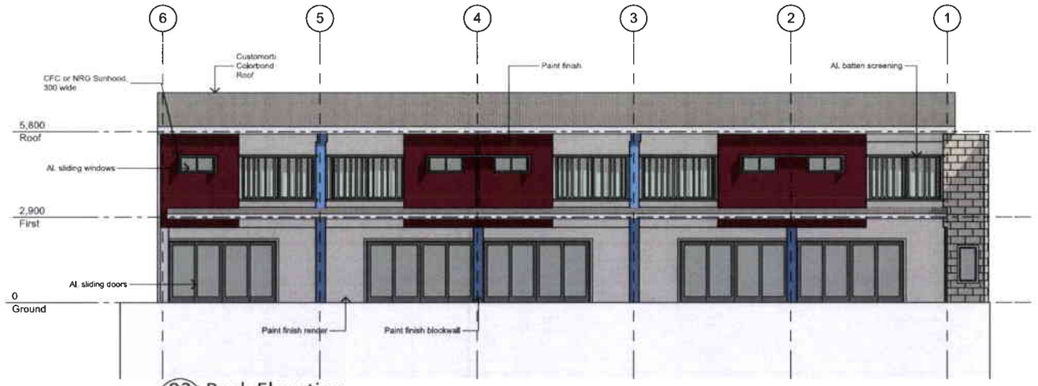
SCALE 1:100 @ A1



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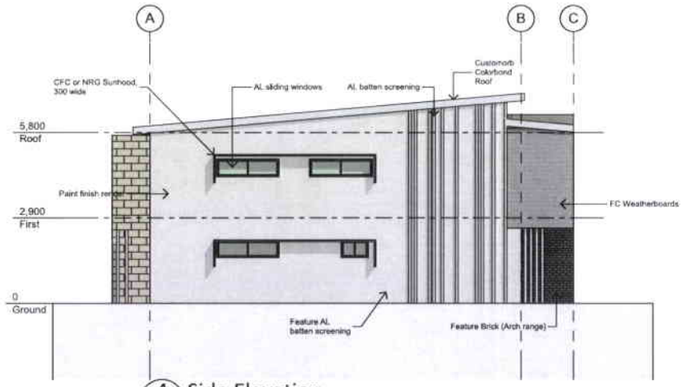
SCALE 1:100 @ A1



4 Side Elevation
SCALE 1:100 @ A1

PRELIMINARY
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Proposed Elevations - Building 7

scale: 1:100 @ A1

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DEVELOPMENT APPROVAL

commenced: *November 2014* project no: *8122*
architect: *SC*
drawn: *RM* **DA-B7&9 09.01** C

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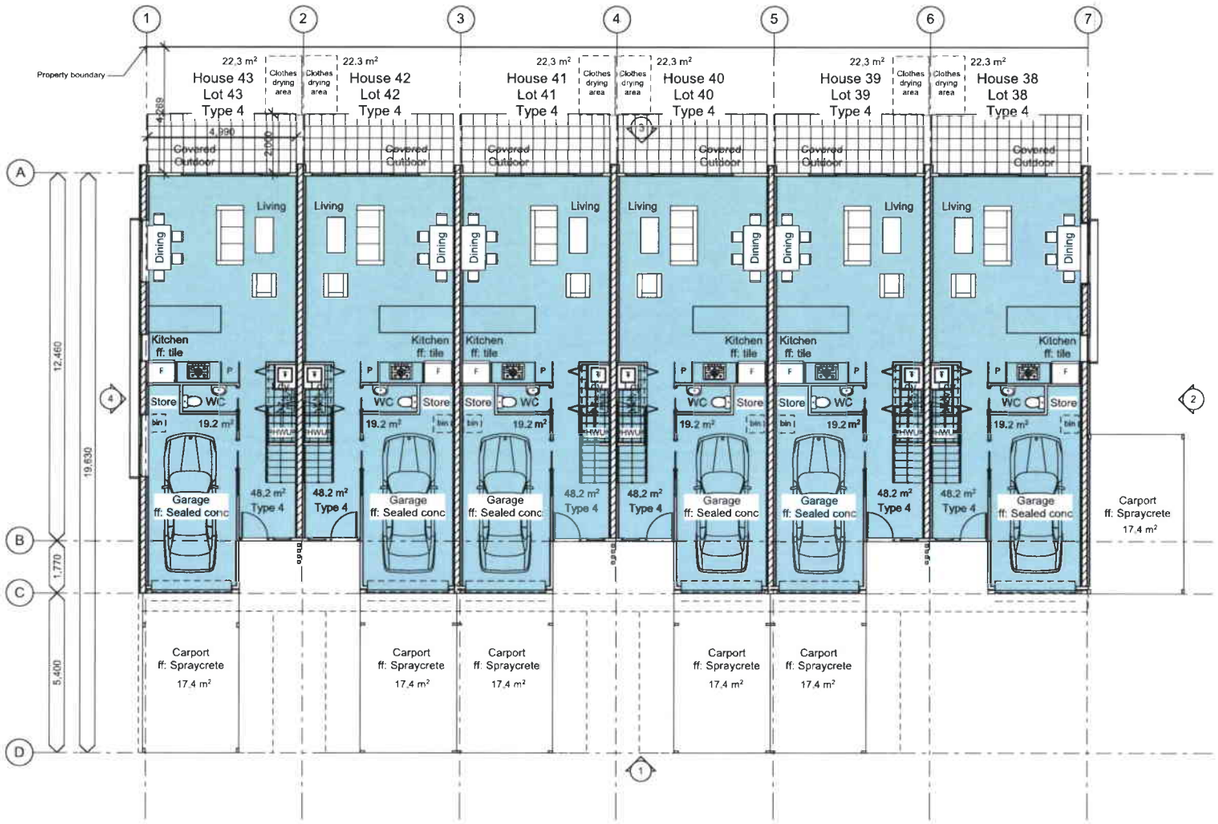
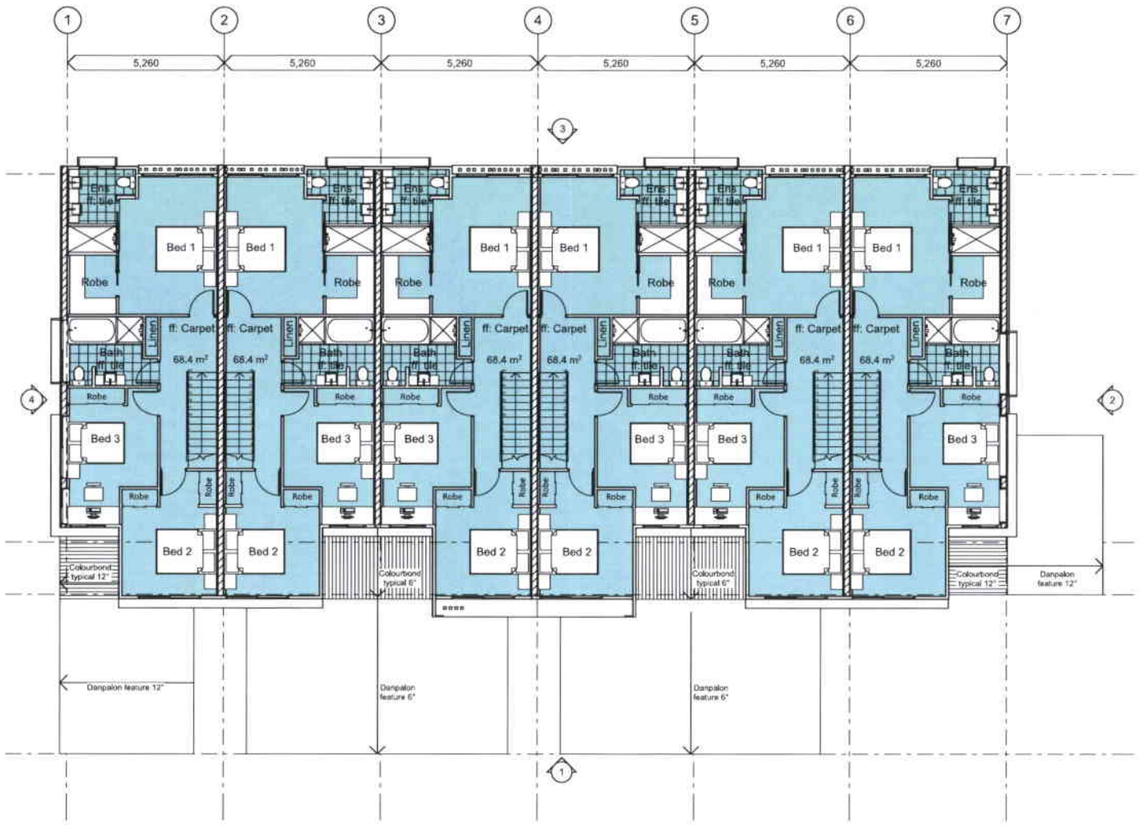
Building 8	
6 x Type 4	
Ground Floor:	48.2m²
First Floor:	68.4m²
Single Garage:	19.2m²
Subtotal:	135.8m²
Carport:	17.4m²
Private Outdoor space including covered outdoor:	22.3m²



1 Proposed Ground Floor Plan
SCALE 1:100 @ A1



2 Proposed First Floor Plan
SCALE 1:100 @ A1

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Proposed Floor Plans - Building 8

scale: 1:100 @ A1

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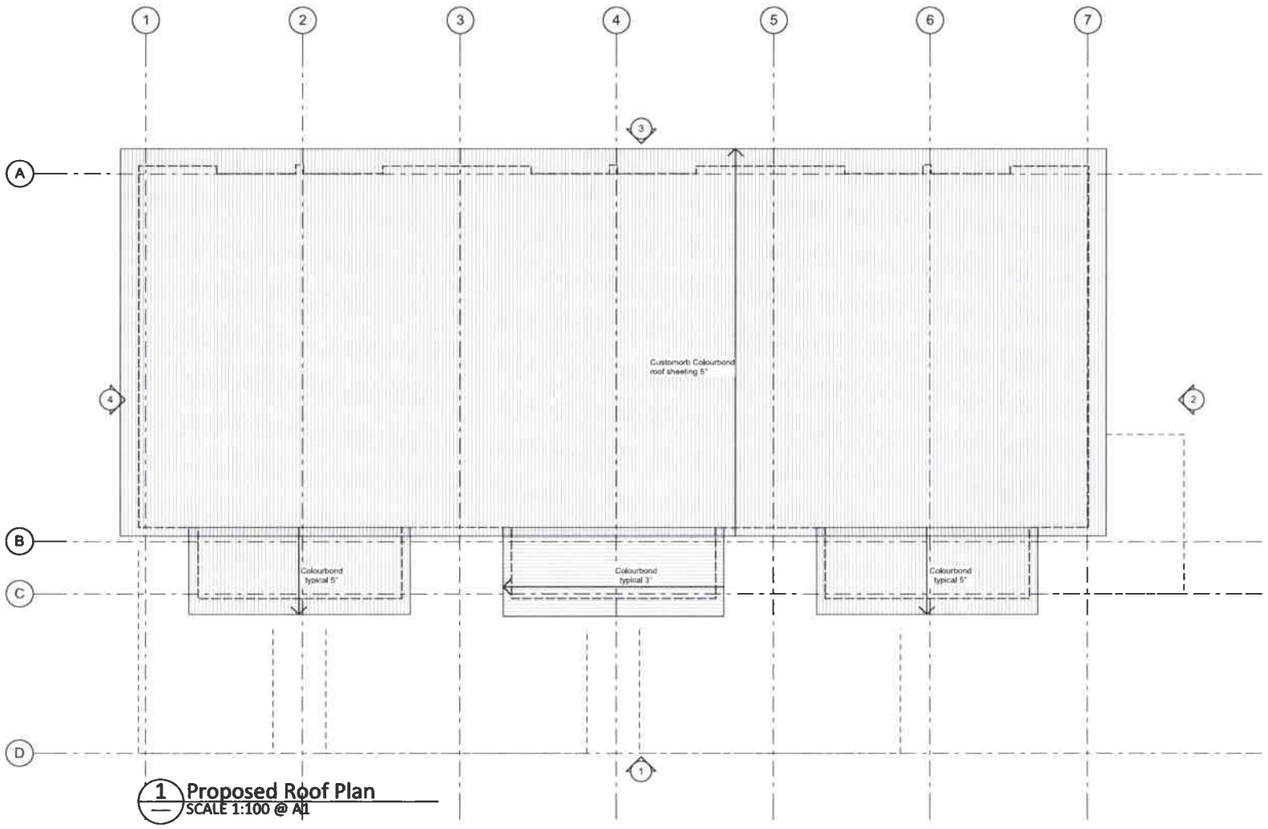

1 Proposed Roof Plan
SCALE 1:100 @ A1

PRELIMINARY
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Proposed Roof Plan - Building 8

scale: 1:100 @ A1

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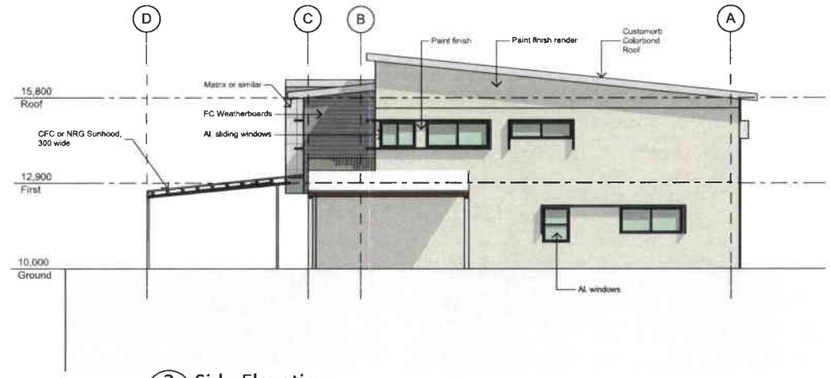
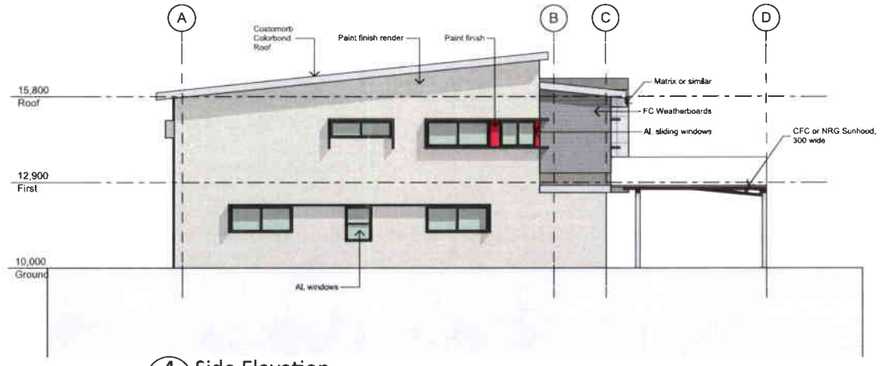
1 Front Elevation
SCALE 1:100 @ A1



2 Side Elevation
SCALE 1:100 @ A1

3 Back Elevation
SCALE 1:100 @ A1



4 Side Elevation
SCALE 1:100 @ A1

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Proposed Elevations - Building 8

scale: 1:100 @ A1

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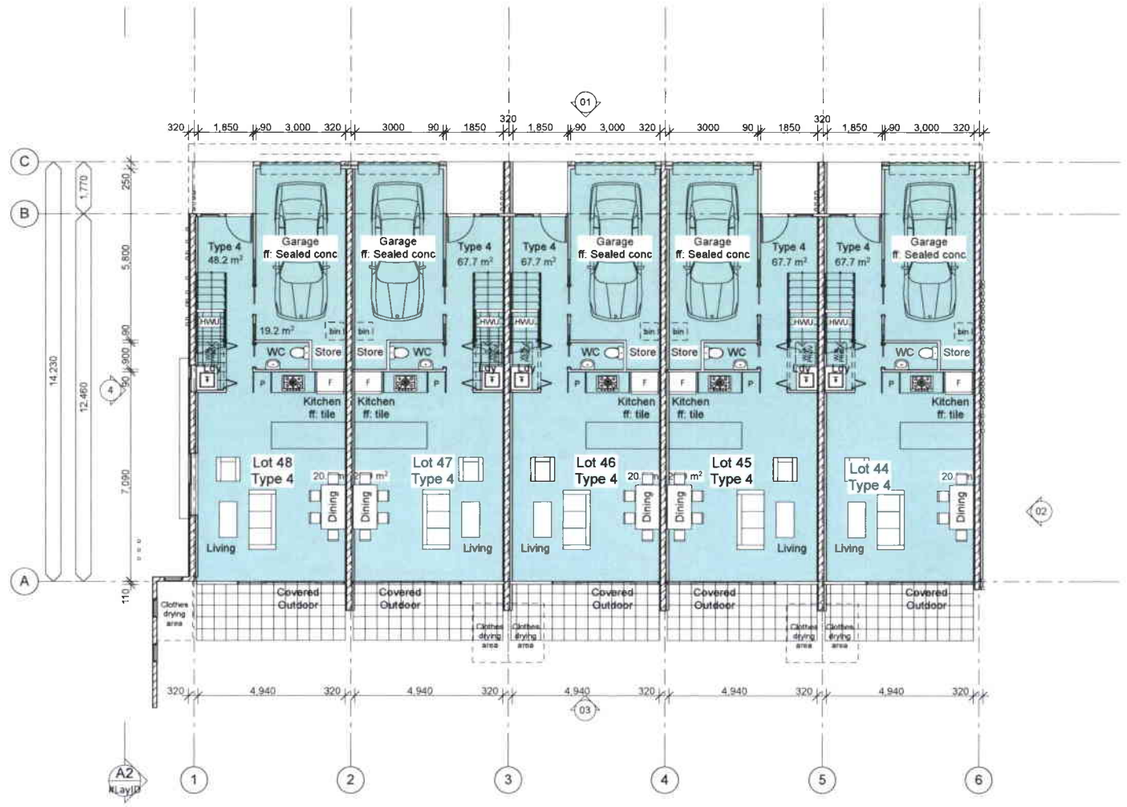
Building 9

Ground Floor Area (Measured to outside Walls) 362m2

5 x Type 4

Ground Floor:	48.2m²
First Floor:	68.4m²
Single Garage:	19.2m²
Subtotal:	135.8m²
Private Outdoor space including covered outdoor:	20.9m²



1 Proposed Ground Floor Plan
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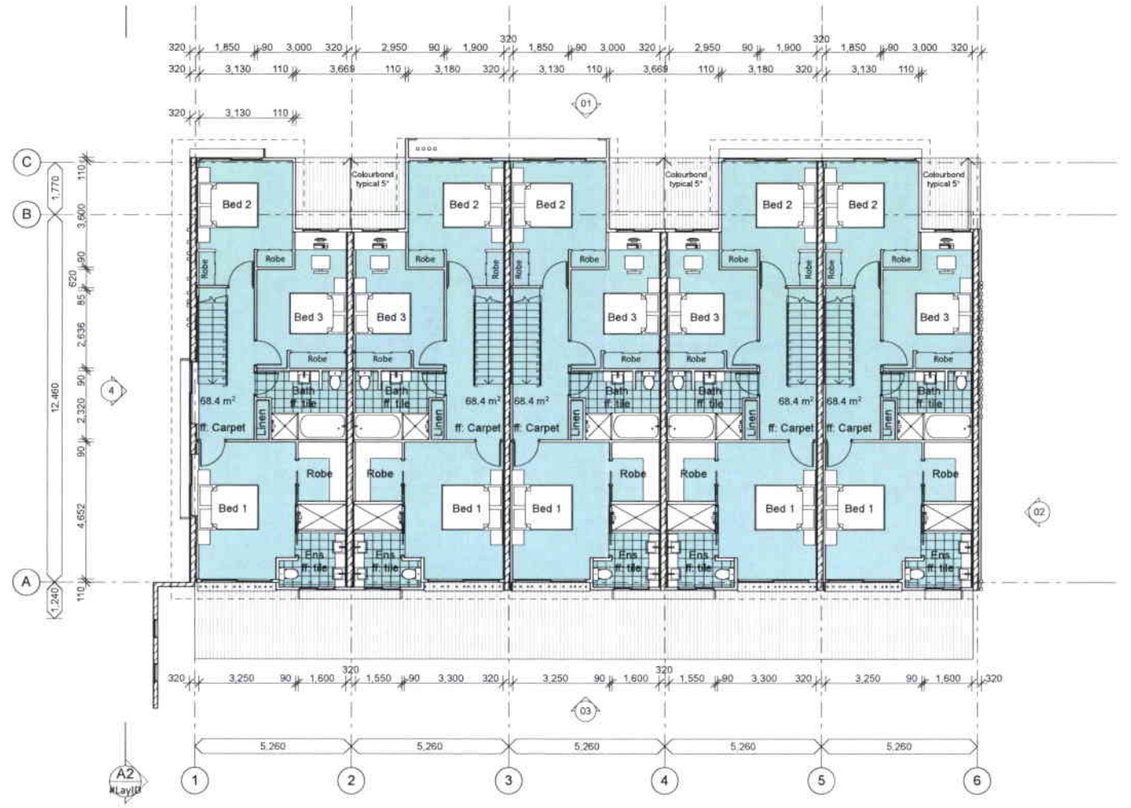

2 Proposed First Floor Plan
SCALE 1:100 @ A1

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Proposed Floor Plans - Building 9

scale: 1:100 @ A1

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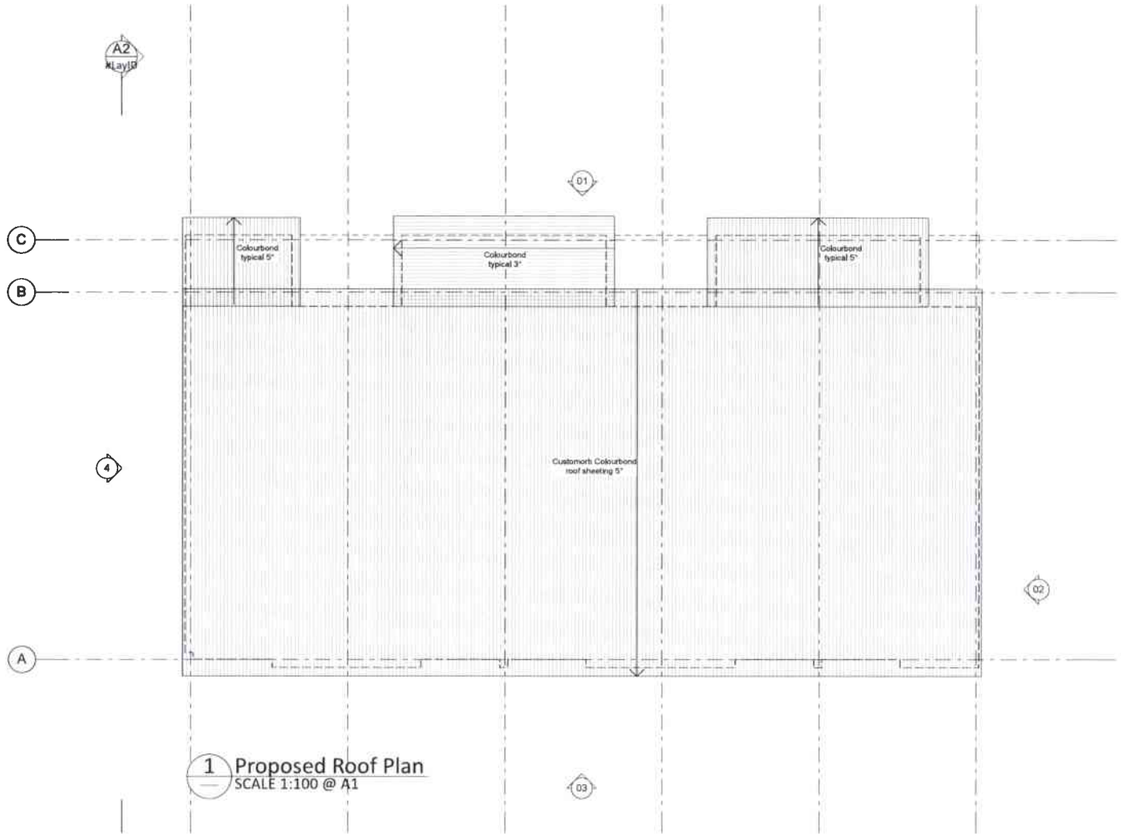

1 Proposed Roof Plan
SCALE 1:100 @ A1

Building 7	
5 x Type 4	
Ground Floor:	48.2m²
First Floor:	68.4m²
Single Garage:	19.2m²
Subtotal:	135.8m²
Private Outdoor space including covered outdoor:	20.9m²

PRELIMINARY
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Proposed Roof Plan - Building 9

scale: 1:100 @ A1

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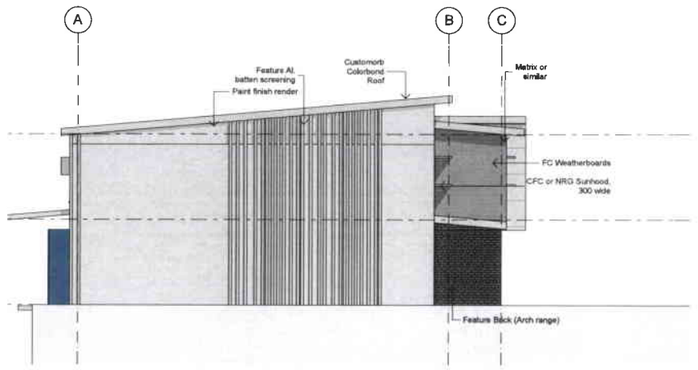
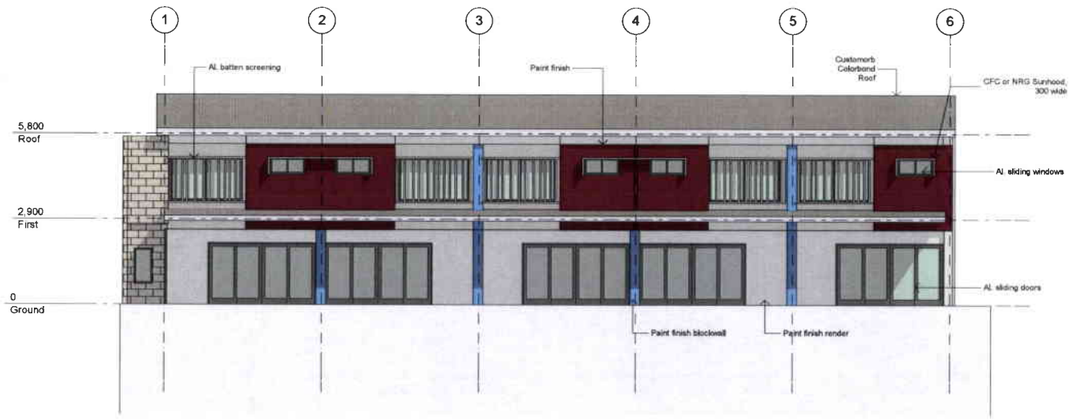
01 Front Elevation
SCALE 1:100 @ A1

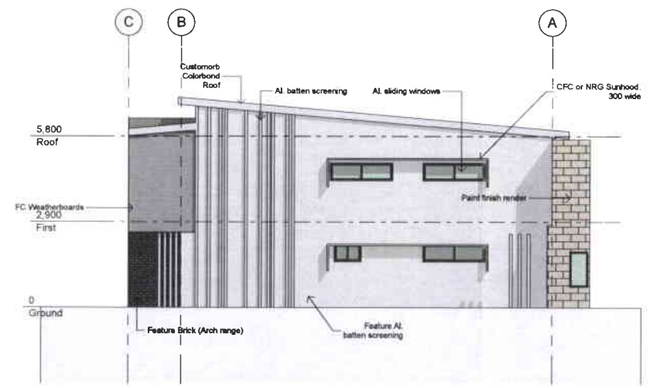


02 Side Elevation
SCALE 1:100 @ A1

Building 7	
5 x Type 4	
Ground Floor:	48.2m²
First Floor:	68.4m²
Single Garage:	19.2m²
Subtotal:	135.8m²
Private Outdoor space including covered outdoor:	20.9m²



03 Back Elevation
SCALE 1:100 @ A1



4 Side Elevation
SCALE 1:100 @ A1

PRELIMINARY
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Proposed Elevations - Building 9

scale: 1:100 @ A1

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11.3 INFRASTRUCTURE & OPERATIONS

11.3.1 VP MAGIC FC INC. – TRUSTEE LEASE

Objective Reference:	**A2584570** **Reports and Attachments (Archives)**
Attachment:	**Proposed Lease Area for VP Magic FC Inc.**
Authorising Officer:	**Peter Best** **General Manager Infrastructure & Operations**
Responsible Officer:	**Lex Smith** **Group Manager City Spaces**
Report Author:	**Laura Twining** **Senior Leasing Officer**

PURPOSE

The purpose of this report is to gain Redland City Council (Council) approval to enter into a trustee lease agreement with VP Magic FC Inc. (the Club) over part of Donald Road Park, Lot 901 SP167336 described as 1-5 Donald Road Redland Bay, for a term of 10 years.

BACKGROUND

The Club, incorporated in 2014 as VP Magic FC Inc., is commonly known as Victoria Point Magic Football Club, and has been operating from Donald Road Park for 18 months under a Parks & Reserves Permit.

In 2014, the Club commenced with a membership of less than 50 juniors and has a current membership of approximately 170. In line with national statistics for the sport of football (soccer), Council Officers predict the Club will continue to grow over the coming years. The Club is the only football club servicing the rapidly expanding southern part of the city, further supporting the expectation for membership growth.

Football Brisbane approved the Club's entry into the football competition in 2014 with only junior teams based at the Victoria Point High School. In order to continue to operate as part of Football Brisbane, the Club requires a facility with adequate amenities to service players and effectively host visiting "Away" teams. Donald Road Park has one public toilet with no other facilities on site to meet Football Brisbane's requirements.

The Club was recently awarded $103,600 in grant funding from the State Government through the Get Playing – Places and Spaces scheme for the purpose of a clubhouse to support football in Redland Bay.

As such, the Club has requested a trustee lease on which to build a clubhouse. The facility will include amenities, change rooms, a storage room, canteen and seating area.

The Club has proven its dedication to community support since establishment in 2014. Officers recommend approval of a 10-year lease to enable the Club to continue this support and construction of a clubhouse, for long term club and community benefit.

ISSUES

Current circumstances

Donald Road Park does not provide the facilities required by Football Brisbane to allow the Club to continue as part of their competition. Having only one public toilet at the site does not sufficiently service players and spectators and facility overuse is leading to additional maintenance costs for Council.

The Club's use of the park aligns with Council's Desired Standard of Service for football as per Council's Sport Land Demand Study 2016, which is one full size competition field per 230 players. Council Officers support the issue of a trustee lease, which will enable the Club to construct a facility to meet Football Brisbane and club requirements.

Sustainability

A sustainability check was completed by Council Officers, confirming that, whilst the Club is currently operating at a deficit, their membership growth puts them in a position to become sustainable into the future. This is, however, subject to the Club securing the requested lease and obtaining additional funding to support their activities.

The Club has been actively applying for infrastructure funding to establish the facility and are dependent upon the success of their applications in order to proceed. To date, the Club has been awarded a grant of $103,600 from the State Government through the Get Playing – Places and Spaces scheme as funding towards the establishment of the proposed clubhouse. Whilst this achievement is a step towards their financial requirements for the project, the Club may require additional funding to support their ongoing operations.

The proposed lease area

Council provided options to the Club for suitable lease area locations within Donald Road Park. The Club indicated their preferred location, as outlined on the attached site plan, and has acknowledged Council's advice regarding possible odour issues from the adjacent waste pump station.

The proposed lease area is over the existing basketball court. Council Officers have confirmed with the Public Place Project Unit that building over the court is an option due to the construction of a new court nearby at a proposed skate park and dog off-leash area.

- Size of lease area: Approximately 240sqm.
- Land description: Part of Lot 901 SP167336 described as 1-5 Donald Road Redland Bay.
- Zoned: Open Space.
- Land use: Park.
- Ownership: Reserve held in trust by council.
- Reserve purpose: Park and Recreation.
- Open space planning: The Weinam Creek Wetlands Masterplan, completed in August 2012, identified the potential of this land as a junior sports training field. It is noted there has been no negative community feedback in the associated Community Consultation Report.

- Flood prone area: Council Officers have investigated the location and consulted with Council's Engineering Assessment Team to confirm the proposed structure will be able to meet the minimum floor level requirements to provide flood immunity.
- Wastewater Pump Station: There is an existing pump station located within Donald Road Park. Council Officers have consulted with Redland Water Officers who confirmed an upgrade is planned for the station this financial year (2017/18). Whilst the upgrade may reduce odour issues, they cannot be completely eliminated. Subsequently, it was suggested by Redland Water that the clubhouse is located further from the pump station to reduce the risk of any possible odour issues. The Club was advised of this however, has indicated their preference to continue with the preferred location as outlined on the attached site plan.
- Car parking: Construction of the Donald Road Car Park by Council is planned to commence in January 2018. The car park will service the Donald Road Park and adjacent facilities including the existing Men's Shed and dog off- leash area.
- Overlays:
    - Acid Sulfate Soils Overlay
    - Bushland Habitat Overlay
    - Flood Storm and Drainage Constrained Land Overlay
    - Road and Rail Noise Impact Overlay
    - Waterways Wetlands and Moreton Bay Overlay
- Planning: Under the Redlands Planning Scheme, the site is zoned Open Space and the proposed clubhouse is classed as an Outdoor Recreation Facility.

  The scheme defines the level of assessment for this use as Impact Assessable, requiring the club to lodge an Impact Assessable MCU Application for development approval. This includes the requirement for public notification.

<u>The clubhouse</u>

- The Club proposes their clubhouse facility be constructed by Intelligent Building Systems International (IBSI) recognised for its smart construction solutions and the manufacture of technologically advanced building systems such as modular and kit components.
- Preliminary building design includes change rooms, toilets, a storage area, canteen and seating area.
- The building measures 14.87m x 10m: 148.7sqm floor area.
- Timeframe for build: Council Officers have discussed the construction timeframes with both the Club and State Government with the anticipated completion to be in late 2018 in line with the grant deed from the State Government.
- Both plumbing and building approvals are required for the structure.

Approval by Department of Natural Resources & Mines (DNRM)

The proposed lease area is located on land held in trust by Council, therefore 'in principal approval' of the trustee lease and land owner's consent is also required from DNRM. This is required prior to the lodgement of the development and building applications. The purpose of the reserve is 'Park and Recreation' which is consistent with use by the Club. Therefore lodgement of the proposed lease can be completed under the Minister's Written Authority.

The trustee lease would comply with Council's policy in respect to issuing standard leases for a term of up to 10 years.

STRATEGIC IMPLICATIONS

Legislative Requirements

The *Local Government Regulation 2012 s*.236(1)(b)(ii) requires that Council agree by resolution that it is appropriate to dispose of an interest in land to a community organisation, other than by tender or auction. As the Club meets the definition of a community organisation, s.236(1)(b)(ii) applies and permits this lease of Council land.

Risk Management

The Club's lease will require building and public liability insurance to be maintained by the Club.

Facilities Services will conduct inspections to ensure compliance with occupant safety and building condition. There are clauses under the lease to address any non-compliance to these conditions.

Financial

Council will not incur any expenses as lease preparation costs, survey and registration with the Queensland Titles Office are to be paid by the lessee. Ongoing costs including services and maintenance of the premises, once constructed, are the responsibility of the Club as per the standard lease conditions.

People

The recommendation from this report does not have Council staff implications.

Environmental

The recommendation from this report does not have environmental implications.

Social

Granting a lease as outlined above will support the Club which is a community focussed club in Redland City.

Alignment with Council's Policy and Plans

Council Policy POL-3071 Leasing of Council Land & Facilities supports leases to not-for-profit community organisations.

The Redland City Council Corporate Plan 2015-2020 is supported by this proposal, particularly:

7. Strong and connected communities

7.2 Council maximises community benefit from the use of its parklands and facilities by improving access to, and the quality of shared use of, public spaces and facilities by groups for sporting, recreational and community activities.

CONSULTATION

Officers of the City Sport & Venues Unit have consulted with:

- Community Land & Facilities Panel;
- Department of Natural Resources & Mines;
- Department of National Parks, Sport, Recreation & Racing;
- Football Brisbane;
- Councillor for Division 6;
- Public Place Projects Unit;
- Redland Water;
- Engineering Assessment Team;
- Design Services;
- Planning Assessment;
- Service Manager City Sport & Venues Unit;
- Group Manager City Spaces;
- Acting Senior Solicitor; and
- Business Partnering Unit, Financial Services.

OPTIONS

Option 1

That Council resolves to:

1. Make, vary or discharge a trustee lease to VP Magic FC Inc. over part of Lot 901 SP167336 situated at 1-5 Donald Road Redland Bay QLD 4165 (as shown on the attached site plan) for a term of 10 years; subject to approval from the Department of Natural Resources & Mines;
2. Agree in accordance with s.236(2) of the *Local Government Regulation 2012* that s.236(1)(b)(ii) of the *Local Government Regulation 2012* applies allowing the proposed lease to a community organisation, other than by tender or auction;
3. 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; and
4. Agree that costs for lease preparation, survey and registration with the Queensland Titles Office, be paid by the lessee.

Option 2

That Council resolves not to approve a new lease to VP Magic FC Inc. and investigates alternative arrangements.

OFFICER'S RECOMMENDATION

That Council resolves to:

1. **Make, vary or discharge a trustee lease to VP Magic FC Inc. over part of Lot 901 SP167336 situated at 1-5 Donald Road Redland Bay QLD 4165 (as shown on the attached site plan) for a term of 10 years; subject to approval from the Department of Natural Resources & Mines;**
2. **Agree in accordance with s.236(2) of the Local Government Regulation 2012 that s.236(1)(b)(ii) of the Local Government Regulation 2012 applies allowing the proposed lease to a community organisation, other than by tender or auction;**
3. **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; and**
4. **Agree that costs for lease preparation, survey and registration with the Queensland Titles Office, be paid by the lessee.**

COUNCIL RESOLUTION

Moved by: **Cr J Talty**
Seconded by: **Cr M Elliott**

That Council resolves to:

1. **Make, vary or discharge a trustee lease to VP Magic FC Inc. over part of Lot 901 SP167336 situated at 1-5 Donald Road Redland Bay QLD 4165 (as shown on the attached site plan) for a term not more than 10 years, with facilities considered temporary and at Council discretion, be removed at the expiry of the lease and the site reinstated; subject to approval from the Department of Natural Resources & Mines;**
2. **Agree in accordance with s.236(2) of the Local Government Regulation 2012 that s.236(1)(b)(ii) of the Local Government Regulation 2012 applies allowing the proposed lease to a community organisation, other than by tender or auction;**
3. **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; and**
4. **Agree that costs for lease preparation, survey and registration with the Queensland Titles Office, be paid by the lessee.**

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

Attachment 1

Donald Road Park – VP Magic FC Inc. (Victoria Point Magic Football Club)

Lease area outlined in red.

11.3.2 THE STATE OF QUEENSLAND (REPRESENTED BY PUBLIC SAFETY BUSINESS AGENCY) – MACLEAY ISLAND RURAL FIRE SERVICE – NEW LEASE

Objective Reference:	**A2692072** **Reports and Attachments (Archives)**
Attachment:	**Lease Area for The State of Queensland (Represented by Public Safety Business Agency)**
Authorising Officer:	**Peter Best** **General Manager Infrastructure & Operations**
Responsible Officer:	**Lex Smith** **Group Manager City Spaces**
Report Author:	**Laura Twining** **Senior Leasing Officer**

PURPOSE

The purpose of this report is to gain Redland City Council (Council) approval to issue a new lease over the land and premises occupied by Macleay Island Rural Fire Service (MIRFS) on part of Lot 1 RP145352, described as 266-276 High Central Road Macleay Island, as shown on the attached site plan of the lease area.

BACKGROUND

The current lease is held by The Queensland Fire and Rescue Authority Joint Tenants and The Queensland Ambulance Service.

In 2015 the Public Safety Business Agency (PSBA) was created to administer Queensland Fire & Emergency Services (QFES). At this time, the administration of Queensland Ambulance Service (QAS) was assigned to Queensland Health. As a result, the current lease became the responsibility of PSBA.

Whilst the premises are primarily occupied by MIRFS, QAS also occupy the premises for use of an office, vehicle storage and overnight accommodation for the on duty ambulance officer. PSBA and QAS are in the final stages of negotiations to establish a Memorandum of Understanding, which will formalise the use by QAS, and is separate to the lease that is being entered into.

Council Officers have received correspondence from both PSBA and QAS confirming the requirement for the new lease to be issued to The State of Queensland (Represented by Public Safety Business Agency).

The current lease for the premises expired on 30 November 2017, however, a clause in the agreement allows the hold-over of the lease for a three month period from the expiry date. The lease is currently within this hold-over period.

The PSBA has requested a new lease for a term of 10 years to provide long term viability and continued service to the community. This request is supported by Council Officers.

ISSUES

Council Policy POL-3071 Leasing of Council Land & Facilities supports leases to registered not-for-profit entities and volunteer emergency organisations that benefit the wider community.

Whilst PSBA is a State Government Agency, rural fire services such as on Macleay Island are volunteer organisations under the *Qld Fire & Emergency Act 1990*. Rural fire services are able to apply to QFES for funding, equipment and land, as well as being able to apply for various community grants.

A lease to PSBA complies with Council's policy in respect to issuing standard leases for a term of up to 10 years. The lease document will set out responsibilities of the lessor and lessee.

Council Officers completed a building audit in December 2016 to ensure the building occupied by MIRFS is compliant with all legislative fire, evacuation and electrical safety requirements. At the time of inspection, non-compliances were identified and the new lease was delayed until such non-compliances were rectified. Council Officers have since worked with the group to rectify the issues and compliance was achieved in November 2017.

STRATEGIC IMPLICATIONS

Legislative Requirements

The *Local Government Regulation 2012 s*.236*(1)(b)(i)* requires that Council agree by resolution that it is appropriate to dispose of an interest in land to a government agency, other than by tender or auction. As PSBA is a Government Agency, s.236(1)(b)(i) applies and allows this lease of Council land.

Risk Management

The current and new lease requires building and public liability insurance to be maintained by the lessee.

Facilities Services will conduct inspections to ensure compliance with occupant safety and building condition. There are clauses under the lease to address any non-compliance to these conditions.

Financial

Council will not incur any expenses as lease preparation costs, survey and registration with the Queensland Titles Office are to be paid by the lessee. Ongoing costs, including services and maintenance of the premises, are the responsibility of the lessee as per the standard lease conditions.

People

The recommendation from this report does not have Council staff implications.

Environmental

The recommendation from this report does not have environmental implications.

Social

Granting a new lease as outlined above will provide support to MIRFS who provide an essential community service in the Redlands Local Government area.

Alignment with Council's Policy and Plans

Council Policy POL-3071 Leasing of Council Land & Facilities supports leases to not-for-profit community organisations and volunteer emergency organisations. Whilst PSBA is a State Government Agency, the premises is occupied by MIRFS which is a volunteer emergency organisation and is therefore consistent with the policy.

The Redland City Council Corporate Plan 2015-2020 is supported by this proposal, particularly:

7. Strong and connected communities

7.2 Council maximises community benefit from the use of its parklands and facilities by improving access to, and the quality of shared use of, public spaces and facilities by groups for sporting, recreational and community activities.

CONSULTATION

The Senior Leasing Officer has consulted with:

- Community Land & Facilities Panel;
- Cr Edwards, Councillor Division 5;
- Service Manager Disaster Planning & Operations;
- Service Manager Facilities Services;
- Service Manager City Sport & Venues Unit;
- Group Manager City Spaces;
- Acting Senior Solicitor; and
- Business Partnering Unit Financial Services.

OPTIONS

Option 1

That Council resolves to:

1. Make, vary or discharge a new lease to The State of Queensland (Represented by Public Safety Business Agency) over part of Lot 1 RP145352 situated at 266-276 High Central Road Macleay Island QLD 4184 as shown on the attached site plan, for a term of 10 years;
2. Agree that in accordance with s.236(2) of the Local Government Regulation 2012 that s.236(1)(b)(i) of the Local Government Regulation 2012 applies allowing the proposed lease to a government agency, other than by tender or auction;
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; and
4. Agree that costs for lease preparation, survey and registration with the Queensland Titles Office be paid by the lessee.

Option 2

That Council resolves not to approve a new lease to The State of Queensland (Represented by Public Safety Business Agency) and investigates alternative arrangements.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr M Edwards**
Seconded by: **Cr M Elliott**

That Council resolves to:

1. **Make, vary or discharge a new lease to The State of Queensland (Represented by Public Safety Business Agency) over part of Lot 1 RP145352 situated at 266-276 High Central Road Macleay Island QLD 4184 as shown on the attached site plan, for a term of 10 years;**
2. **Agree that in accordance with *s.236(2)* of the *Local Government Regulation 2012* that *s.236(1)(b)(i)* of the *Local Government Regulation 2012* applies allowing the proposed lease to a government agency, other than by tender or auction;**
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; and**
4. **Agree that costs for lease preparation, survey and registration with the Queensland Titles Office be paid by the lessee.**

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

Attachment 1

The State of Queensland (Represented by Public Safety Business Agency)

Lot 1 RP 145352 – Lease area outlined in red

12 MAYORAL MINUTE

Nil

13 NOTICES OF MOTION TO REPEAL OR AMEND RESOLUTIONS

Nil

14 NOTICES OF MOTION

Nil

15 URGENT BUSINESS WITHOUT NOTICE

Nil

16 CLOSED SESSION

MOTION TO CLOSE THE MEETING AT 10.35AM

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

That the meeting be closed to the public pursuant to Section 275(1) of the *Local Government Regulation 2012*, to discuss the following items:

16.1.1 Voluntary Transfer of Land Concession 2010

16.1.2 Council Review of Property Capalaba

16.1.3 Activation of Cleveland CBD

The reason that is applicable in this instance is as follows:

(f) starting or defending legal proceedings involving it

16.2.1 Delegated Authority – Point Lookout Backlog Sewer Project

16.2.2 Urgent Sewer Replacement – 108 Old Cleveland Road, Capalaba

The reason that is applicable in this instance is as follows:

(e) contracts to be made from it

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

MOTION TO REOPEN MEETING AT 10.40AM

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

That the meeting be again opened to the public.

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

16.1 ORGANISATIONAL SERVICES

16.1.1 VOLUNTARY TRANSFER OF LAND CONCESSION 2010

Objective Reference:	**A2728526** **Reports and Attachments (Archives)**
Authorising/Responsible Officer:	**Deborah Corbett-Hall** **Chief Financial Officer**
Report Author:	**Thomas Turner** **Team Leader Accounts Receivable and Payments**

EXECUTIVE SUMMARY

A confidential report from the General Manager Organisational Services was discussed in closed session in accordance with Section 275(1) of the *Local Government Regulation 2012*

OFFICER'S RECOMMENDATION

That Council resolves as follows:

1. That pursuant to Section 121(C) and Section 126 of the *Local Government Regulation 2012*, Council resolves to make valid, and give effect to, previous invalid voluntary transfer of lands described in schedule VOL01; and
2. That the report attachments are treated confidential in accordance with sections 171(3) and 200(5) of the *Local Government Act 2009* and remain confidential unless Council decides otherwise by resolution.

COUNCIL RESOLUTION

Moved by: **Cr M Elliott**
Seconded by: **Cr M Edwards**

That Council resolves as follows

1. **That pursuant to Section 121(C) and Section 126 of the *Local Government Regulation 2012*, Council resolves to make valid, and give effect to, previous invalid voluntary transfer of lands described in schedule VOL01; and**
2. **That the report attachments are treated confidential in accordance with sections 171(3) and 200(5) of the *Local Government Act 2009* and remain confidential until such time as any personal, sensitive and legally privileged information is redacted from the report and annexure and capable of being published under the *Right to Information Act 2009*.**

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

16.1.2 COUNCIL REVIEW OF PROPERTY CAPALABA

Objective Reference: **A2725752**
Reports and Attachments (Archives)

Authorising Officer: **John Oberhardt**
General Manager Organisational Services

Responsible Officer: **Peter Kelley**
Chief Executive Officer
Redlands Investment Corporation

Report Author: **Anca Butcher**
General Counsel
Redlands Investment Corporation

EXECUTIVE SUMMARY

A confidential report from the General Manager Organisational Services was discussed in closed session in accordance with Section 275(1) of the *Local Government Regulation 2012*

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr M Elliott**
Seconded by: **Cr M Edwards**

That Council resolves to:

1. **Adopt option 1 in the report;**
2. **Amend clause 2 of the Service Agreement between Council and Redland Investment Corporation to state that the company must not undertake transactions or incur expenditure exceeding $5 million without Council approval; and**
3. **Maintain the report as confidential until contracts have been executed.**

CARRIED 10/1

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson and Williams voted FOR the motion.

Cr Bishop voted AGAINST the motion.

16.1.3 ACTIVATION OF CLEVELAND CBD

Objective Reference:	**A2725752** **Reports and Attachments (Archives)**
Authorising Officer:	**John Oberhardt** **General Manager Organisational Services**
Responsible Officer:	**Peter Kelley** **Chief Executive Officer** **Redlands Investment Corporation**
Report Author:	**Anca Butcher** **General Counsel** **Redlands Investment Corporation**

EXECUTIVE SUMMARY

A confidential report from the General Manager Organisational Services was discussed in closed session in accordance with Section 275(1) of the *Local Government Regulation 2012*

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr M Elliott**
Seconded by: **Cr M Edwards**

That Council resolves as follows:

1. **To note the report and recommendation; and**
2. **The report and attachment remain confidential.**

CARRIED 8/3

Crs Boglary, Mitchell, Gollè, Edwards, Elliott, Huges, Talty, and Williams voted FOR the motion.

Crs Hewlett, Gleeson and Bishop voted AGAINST the motion.

16.2 INFRASTRUCTURE & OPERATIONS

16.2.1 DELEGATED AUTHORITY – POINT LOOKOUT BACKLOG SEWER PROJECT

Objective Reference:	**A2700600** **Reports and Attachments (Archives)**
Authorising Officer:	**Peter Best** **General Manager Infrastructure & Operations**
Responsible Officer:	**Bradley Taylor** **Group Manager Water & Waste Infrastructure**
Report Author:	**Clancy Cartlidge** **Project Officer**

EXECUTIVE SUMMARY

A confidential report from the General Manager Infrastructure & Operations was discussed in closed session in accordance with Section 275(1) of the *Local Government Regulation 2012*

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr P Mitchell**
Seconded by: **Cr M Edwards**

That Council resolves as follows:

1. **To delegate authority to the Chief Executive Officer, under section 257(1)(b) of the *Local Government Act 2009* to negotiate, make, vary and discharge contracts over $2,000,000.00 (including GST) relating to the Point Lookout backlog sewer project construction works over the 2017/18, 2018/19 and 2019/20 financial year; and**
2. **That this report remains confidential until contracts have been signed by all parties.**

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

16.2.2 URGENT SEWER REPLACEMENT – 108 OLD CLEVELAND ROAD, CAPALABA

Objective Reference:	**A124439** **Reports and Attachments (Archives)**
Authorising Officer:	**Peter Best** **General Manager Infrastructure & Operations**
Responsible Officer:	**Kevin McGuire** **Group Manager Water & Waste Operations**
Report Author:	**Simon Waite** **Service Manager Network Operations**

EXECUTIVE SUMMARY

A confidential report from the General Manager Infrastructure & Operations was discussed in closed session in accordance with Section 275(1) of the *Local Government Regulation 2012*

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr M Elliott**
Seconded by: **Cr M Edwards**

That Council resolves as follows:

1. **That in accordance with section 235(b) of *the Local Government Regulation 2012*, because of the specialised nature of the services to be sought, it would be impractical or disadvantageous for the local government to invite tenders;**
2. **To delegate authority to the Chief Executive Officer, under s.257(b) of the *Local Government Act 2009* to negotiate, make, vary and discharge an agreement between Redland City Council and the preferred supplier for the replacement of approximately 95 metres of 150mm uPVC sewer pipe at 108 Old Cleveland Road, Capalaba and subject to the Chief Executive Officer being satisified that the proposed contract demonstrates value for money; and**
3. **That this report and attachment remain confidential until the agreement has been signed by all parties.**

CARRIED 11/0

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Williams voted FOR the motion.

17 MEETING CLOSURE

There being no further business, the Mayor declared the meeting closed at 10.43am.

Signature of Chairperson: _____

Confirmation date: _____