

Redland
CITY COUNCIL

AGENDA

GENERAL MEETING

Wednesday, 5 September 2018
commencing at 9.30am

The Council Chambers
91 - 93 Bloomfield Street
CLEVELAND QLD

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1 DECLARATION OF OPENING

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

Recognition of the Traditional Owners

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

2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE

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

3 DEVOTIONAL SEGMENT

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

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

Councillors are reminded of their responsibilities in relation to a councillor's material personal interest and conflict of interest at a meeting (for full details see Division 5A of the *Local Government Act 2009*).

In summary:

If a councillor has a material personal interest, in a matter before the meeting:

Under s.175C *Local Government Act 2009*, the councillor must inform the meeting of the councillor's material personal interest in the matter, including the following particulars:

- *The name of the person or other entity who stands to gain benefit or suffer a loss from the outcome of the consideration of the matter at the meeting;*
- *How the person or other entity stands to gain the benefit or suffer the loss;*
- *If the person or other entity who stands to gain the benefit or suffer the loss is not the councillor, the nature of the councillor's relationship to the person or entity.*

If the councillor has a material personal interest they must leave the meeting, including any area set aside for the public while the matter is discussed and voted on, unless the councillor has approval from the Minister to be present while the matter is discussed and voted on pursuant to section 175F.

Record of material personal interest

*Under s.175J of the Local Government Act 2009, if a councillor has a material personal interest under section 175C of the Local Government Act 2009, the following information must **be recorded in the minutes of the meeting, and published on the local government's website**—*

- (a) the name of the councillor who has the material personal interest in the matter;*
- (b) the material personal interest including the particulars mentioned in section 175C(2)(a) as described by the councillor;*

(c) whether the councillor participated in the meeting, or was present during the meeting, under an approval given by the Minister under section 175F.

If a councillor has a conflict of interest (a real conflict of interest), or could reasonably be taken to have a conflict of interest (a perceived conflict of interest) in a matter before the meeting:

The councillor must, under s.175E of the Local Government Act 2009, inform the meeting about the councillor's personal interests in the matter, including the following particulars:

- *The nature of the interest;*
- *If the personal interest arises because of the councillor's relationship with, receipt of a gift from, another person-*
 - *The name of the other person;*
 - *The nature of the relationship or the value and date of the receipt of gift; and*
 - *The nature of the other person's interest in the matter.*

If the other councillors in the meeting are informed about a councillor's personal interests in a matter and the councillor has not voluntarily left the meeting while the matter is discussed and voted on, the other councillors must decide:

- *Whether there is a real or perceived conflict; and*
- *If the councillors decide that there is a real or perceived conflict, whether the councillor-*
 - *Must leave the meeting including any area set aside for the public, while the matter is voted on and discussed; or*
 - *May participate in the meeting in relation to the matter, including voting on the matter.*

Record of conflict of interest

Under s.175J of the *Local Government Act 2009*, if a councillor has a conflict of interest under section 175E, the following information must be **recorded in the minutes of the meeting, and published on the local government's website**—

(a) the name of the councillor who has a real conflict of interest or perceived conflict of interest in the matter;

(b) the councillor's personal interests in the matter, including the particulars mentioned in section 175E(2) as described by the councillor;

(c) the decisions made by the other councillors in relation to the existence and nature of the conflict and whether the councillor was permitted to participate in the meeting in relation to the matter, and the reasons for the decisions;

(d) whether the councillor participated in the meeting, or was present during the meeting, under an approval under section 175F;

(e) if the councillor voted on the matter—how the councillor voted on the matter;

(f) how the majority of councillors who were entitled to vote at the meeting voted on the matter.

Duty to report another councillor's material personal interest or conflict of interest

Section 175G of the *Local Government Act 2009* imposes an obligation on councillors to report undisclosed material personal interests and conflicts of interest at a meeting relating to other councillors.

If a councillor at a meeting reasonably believes, or reasonably suspects:

- *That another councillor at a meeting has a material personal interest or a real or perceived conflict in a matter; and*
- *The other councillor has not informed the meeting about the interest under section 175C(2) or 175E(2);*

The councillor who has the belief or suspicion, must as soon as practicable, inform the person who is presiding at the meeting about the facts and circumstances that form the basis of the belief or suspicion.

Note: Section 175H makes it an offence for a person to prejudice, intimidate or harass a councillor or another person take action that is likely to be detrimental to a councillor because a councillor has complied with their disclosure obligation under s.175G.

5 RECOGNITION OF ACHIEVEMENT

Mayor to present any recognition of achievement items.

6 RECEIPT AND CONFIRMATION OF MINUTES

General Meeting - 22 August 2018

7 MATTERS OUTSTANDING FROM PREVIOUS COUNCIL MEETING MINUTES**7.1 REQUEST FOR REPORT – PETITION REQUESTING THAT A COMMUNITY REFERENCE GROUP BE FORMED TO ASSIST COUNCIL TO PLAN FOR FUTURE USE OF COMMONWEALTH LAND AT BIRKDALE**

At the General Meeting of 6 June 2018 (Item 8.2 refers) Council resolved as follows:

That the petition be received and referred to the Chief Executive Officer for consideration and a report to the Local Government

This matter is listed as Item 13.3 in this agenda.

8 PUBLIC PARTICIPATION

In accordance with s.31 of POL-3127 Council Meeting Standing Orders:

1. In each meeting (other than special meetings), a period of 15 minutes may be made available by resolution to permit members of the public to address the local government on matters of public interest relating to the local government. This period may be extended by resolution.
2. Priority will be given to members of the public who make written application to the CEO no later than 4.30pm two days before the meeting. A request may also be made to the chairperson, when invited to do so, at the commencement of the public participation period of the meeting.
3. The time allocated to each speaker shall be a maximum of five minutes. The chairperson, at his/her discretion, has authority to withdraw the approval to address Council before the time period has elapsed.
4. The chairperson will consider each application on its merits and may consider any relevant matter in his/her decision to allow or disallow a person to address the local government, e.g.

- a) Whether the matter is of public interest;
 - b) The number of people who wish to address the meeting about the same subject
 - c) The number of times that a person, or anyone else, has addressed the local government previously about the matter;
 - d) The person's behaviour at that or a previous meeting' and
 - e) If the person has made a written application to address the meeting.
5. Any person invited to address the meeting must:
- a) State their name and suburb, or organisation they represent and the subject they wish to speak about;
 - b) Stand (unless unable to do so);
 - c) Act and speak with decorum;
 - d) Be respectful and courteous; and
 - e) Make no comments directed at any individual Council employee, Councillor or member of the public, ensuring that all comments relate to Council as a whole.

9 PETITIONS AND PRESENTATIONS

Councillors may present petitions or make presentations under this section.

10 MOTION TO ALTER THE ORDER OF BUSINESS

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

11 REPORTS FROM THE OFFICE OF THE CEO

Nil



12 REPORTS FROM ORGANISATIONAL SERVICES

12.1 AUGUST 2018 MONTHLY FINANCIAL UPDATE

This report is being finalised.

13 REPORTS FROM COMMUNITY & CUSTOMER SERVICES

13.1 DECISIONS MADE UNDER DELEGATED AUTHORITY FOR CATEGORY 1, 2 AND 3 DEVELOPMENT APPLICATIONS

Objective Reference:**Authorising Officer:** Louise Rusan, General Manager Community & Customer Services**Responsible Officer:** David Jeanes, Group Manager City Planning & Assessment**Report Author:** Hayley Saharin, Senior Business Support Officer**Attachments:** 1. Decisions Made under Delegated Authority 29.07.2018 to 11.08.2018  **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 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

That Council resolves to note this report.

Decisions Made Under Delegated Authority 29.07.2018 to 04.08.2018

CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
CAR18/0290	Design and Siting	Five Star Energy Efficiency Pty Ltd	31 Mccartney Street Ormiston QLD 4160	Referral Agency Response - Planning	31/07/2018	NA	Approved	1
CAR18/0294	Design & Siting - Fence and Gate House	Adam Arthur WEBB	236-246 Queen Street Cleveland QLD 4163	Referral Agency Response - Planning	31/07/2018	NA	Approved	2
CAR18/0289	Design and Siting	Impact Homes Pty Ltd	10 Springwater Street Thornlands QLD 4164	Referral Agency Response - Planning	30/07/2018	NA	Approved	3
CAR18/0260	Design and Siting	Keith Stewart PARKER	25 President Terrace Macleay Island QLD 4184	Referral Agency Response - Planning	02/08/2018	NA	Approved	5
CAR18/0277	Design and Siting	The Certifier Pty Ltd	28 Sandy Cove Place Redland Bay QLD 4165	Referral Agency Response - Planning	03/08/2018	NA	Approved	5
CAR18/0276	Design & Siting - Shed & Carport	Building Code Approval Group Pty Ltd	45 Capella Drive Redland Bay QLD 4165	Referral Agency Response - Planning	30/07/2018	NA	Approved	6
CAR18/0279	Design and Siting	Titan Garages & Sheds (Capalaba)	7 Larkspur Street Redland Bay QLD 4165	Referral Agency Response - Planning	02/08/2018	NA	Approved	6

Decisions Made Under Delegated Authority 29.07.2018 to 04.08.2018

CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
CAR18/0286	Design and Siting - Patio	DBR Building Certification	18 Willis Close Redland Bay QLD 4165	Referral Agency Response - Planning	03/08/2018	NA	Approved	6
CAR18/0291	Design and Siting	Bartley Burns Certifiers & Planners	120-122 Sanctuary Drive Mount Cotton QLD 4165	Referral Agency Response - Planning	31/07/2018	NA	Approved	6
CAR18/0284	Design and Siting - Proposed Shed	Titan Enterprises (Qld) Pty Ltd	2 Silverash Court Capalaba QLD 4157	Referral Agency Response - Planning	01/08/2018	NA	Approved	7
CAR18/0288	Design and Siting - Shed	Fluid Approvals	8 Constitution Crescent Alexandra Hills QLD 4161	Referral Agency Response - Planning	01/08/2018	NA	Approved	8
MCU18/0041	Dual Occupancy	JDC Designs & Planning	135 Allenby Road Wellington Point QLD 4160	Code Assessment	30/07/2018	NA	Preliminary Approval	8
OPW18/0064	Advertising Device Works	Brad Read Design Group Pty Ltd	Koala Tavern 36-40 Moreton Bay Road Capalaba QLD 4157	Code Assessment	30/07/2018	NA	Development Permit	9
OPW18/0062	Domestic Driveway Crossover	Dixonbuild Pty Ltd	60 Randall Road Birkdale QLD 4159	Code Assessment	01/08/2018	NA	Development Permit	8

Decisions Made Under Delegated Authority 29.07.2018 to 04.08.2018

CATEGORY2

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
OPW002273	Operational Works - Car-park Layout	Leda Developments Pty Ltd	Victoria Point Shopping Centre 2-34 Bunker Road Victoria Point QLD 4165	SPA - 15 Day Compliance Assessment	30/07/2018	NA	Compliance Certificate	4
RAL18/0082	Change to Development Approval - ROL006001 Combined Staged Format Subdivision with Dwelling Houses and Small lot houses - 53 Swansea Circuit Redland Bay	Wolter Consulting Group Clarendon Homes Qld C/ - Professional Certification Group	18 Salisbury Street Redland Bay QLD 4165	Minor Change to Approval	31/07/2018	NA	Approved	5
MCU18/0072	Health Care Centre	Bartley Burns Certifiers & Planners	1 Intrepid Drive Victoria Point QLD 4165	Impact Assessment	30/07/2018	NA	Development Permit	6
MCU18/0043	Shop and Warehouse	East Coast Surveys Pty Ltd	HILLTOP 2/150 Redland Bay Road Capalaba QLD 4157	Impact Assessment	03/08/2018	NA	Development Permit	9

Decisions Made under Delegated Authority 05.08.2018 to 11.08.2018

CATEGORY1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
CAR18/0233	Design and Siting - Retaining Wall - BOS	Professional Certification Group Pty Ltd	3 Turner Crescent Wellington Point QLD 4160	Referral Agency Response - Planning	07/08/2018	NA	Approved	1
CAR18/0293	Design and Siting	Dg Certifiers Pty Ltd	8 Fletcher Terrace Ormiston QLD 4160	Referral Agency Response - Planning	06/08/2018	NA	Approved	1
CAR18/0270	Design and Siting	Fastrack Building Certification	4 Ferdinando Close Thornlands QLD 4164	Referral Agency Response - Planning	06/08/2018	NA	Approved	3
CAR18/0297	Design and Siting	Bay Island Designs	18 Summerland Drive Russell Island QLD 4184	Referral Agency Response - Planning	09/08/2018	NA	Approved	5
MCU18/0149	Dwelling House with Garage	Bay Island Designs	24 Emerson Street Russell Island QLD 4184	Code Assessment	06/08/2018	NA	Development Permit	5
CAR17/0270	Design and Siting - Dwelling House by 40	Harridan Pty Ltd	847-897 German Church Road Redland Bay QLD 4165	Referral Agency Response - Planning	07/08/2018	NA	Approved	6
CAR18/0302	Design & Siting - Setbacks	Grant JOHNSEN	9 Philippa Court Capalaba QLD 4157	Referral Agency Response - Planning	09/08/2018	NA	Approved	9
OPW18/0047	Advertising Device	Digi Marketing Corporate	8-10 Merritt Street Capalaba QLD 4157	Code Assessment	07/08/2018	NA	Development Permit	9

Decisions Made under Delegated Authority 05.08.2018 to 11.08.2018**CATEGORY1**

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
CAR18/0236	Design and Siting	The Certifier Pty Ltd	6 Mark Street Thorneside QLD 4158	Referral Agency Response - Planning	06/08/2018	NA	Approved	10
CAR18/0296	Design and Siting	Trueline Brisbane	17 Lynch Crescent Birkdale QLD 4159	Referral Agency Response - Planning	10/08/2018	NA	Approved	10

13.2 LIST OF DEVELOPMENT AND PLANNING RELATED COURT MATTERS AS AT 15 AUGUST 2018

Objective Reference:

Authorising Officer: Louise Rusan, General Manager Community & Customer Services

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

Report Author: Emma Martin, Senior Appeals Planner

Attachments: Nil

PURPOSE

The purpose of this report is for Council to note the current development and planning related Court 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/services/search-for-a-court-file/search-civil-files-ecourts>

- 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 State Development, Manufacturing, Infrastructure and Planning (DSDMIP)

The DSDMIP provides a Database of Appeals that may be searched for past appeals and declarations heard by the Planning and Environment Court.

<https://planning.dsdmip.qld.gov.au/planning/spa-system/dispute-resolution-under-spa/planning-and-environment-court/planning-and-environment-court-appeals-database>

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 web site:

<Http://www.hpw.qld.gov.au/construction/BuildingPlumbing/DisputeResolution/Pages/default.aspx>

PLANNING & ENVIRONMENT COURT APPEALS

1.	File Number:	4940 of 2018, 2 of 2016 and 44 of 2016 (MCU013926) / (Court of Appeal 11075 of 2017)
Appellants		Lipoma Pty Ltd Lanrex Pty Ltd Victoria Point Lakeside Pty Ltd
Co-respondent (Applicant)		Nerinda Pty Ltd
Proposed Development:		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:		Submitter appeal against Council approval
Current Status:		A directions hearing was held on 1 August 2018. A further directions hearing is scheduled for 5 October 2018 to confirm the matters to be determined by the Court. The matter has been set down for a two day hearing in November 2018.

2.	File Number:	Appeal 4515 of 2017 (ROLO06084)
Appellant:		Australian Innovation Centre Pty Ltd
Proposed Development:		Reconfiguring a Lot (1 into 22 lots and park) 289-301 Redland Bay Road, Thornlands (Lot 5 on RP14839)
Appeal Details:		Deemed refusal appeal
Current Status:		Appeal filed on 23 November 2017. On 31 January 2018 Council solicitors notified the parties that it opposed the proposed development. A mediation was held on 6 March 2018. The next Court review is 22 August 2018.

3.	File Number:	Appeal 339 of 2018 (MCU013949)
Appellant:		Hosgood Company 3 Pty Ltd & DPK Injection Pty Ltd
Proposed Development:		Material Change of Use for a Dual Occupancy 2 Starkey Street, Wellington Point (Lot 11 on SP284567)
Appeal Details:		Appeal against Council refusal
Current Status:		Appeal filed on 30 January 2018. Mediation held on 10 April 2018. The next Court review is 5 September 2018.

4.	File Number:	Appeal 461 of 2018 (MCU013977)
Appellant:		Robyn Edwards & Ronald Edwards
Proposed Development:		Material Change of Use for an Undefined Use (Rooming Accommodation) 41 Ziegenfusz Road, Thornlands (Lot 291 on RP801793)
Appeal Details:		Appeal against Council refusal
Current Status:		Appeal filed on 8 February 2018. A Directions Order was set down on 27 April 2018 detailing a timetable for the proceedings. Mediation held 31 May 2018. The next Court review is 31 August 2018.

5.	File Number:	Appeal 894 of 2018 (MCU013921)
Appellant:		Palacio Property Group Pty Ltd
Proposed Development:		Infrastructure Conversion Application (relating to the Development Permit for a Material Change of Use for Multiple Dwellings (22 units)) 4-8 Rachow Street, Thornlands (Lot 5 on SP149013)
Appeal Details:		Appeal against Council refusal
Current Status:		Appeal filed on 9 March 2018. A without prejudice meeting was held on 17 May 2018.

6.	File Number:	Appeal 1506 of 2018 (MCU17/0149)
Appellant:		Barro Group Pty Ltd
Proposed Development:		Request to Extend the Currency Period (relating to the Development Permit for a Material Change of Use for Extractive Industry and Environmentally Relevant Activities 8 (Chemical Storage), 16 (Extractive and Screening Activities) and 21 (Motor Vehicle Workshop Operation)) 1513 and 1515-1521 Mount Cotton Road, Mount Cotton 163-177 and 195 Gramzow Road, Mount Cotton (Lot 162 on S31962, Lot 238 on SP218968, Lot 370 on S311071, Lot 1 on RP108970, Lot 17 on RP108970, Lot 1 on SP272090, Lot 2 on SP272091, Lot 3 on SP272092 and the land comprising part of Greenhide (California) Creek located between Lot 162 on S31962 and Lot 238 on SP218968, which is the property of the State)
Appeal Details:		Appeal against Council refusal
Current Status:		Appeal filed on 24 April 2018. Without prejudice meeting required by 14 September 2018. The next Court review is scheduled for 19 September 2018.

7.	File Number:	Appeal 1774 of 2018 (OPW002206)
Appellant:		Jexville Pty Ltd
Proposed Development:		Operational Works for an Advertising Device 39 Old Cleveland Road, Capalaba (Lot 1 on RP137310)
Appeal Details:		Appeal against a condition of the Development Permit
Current Status:		Appeal filed on 15 May 2018. Mediation was held on 27 June 2018. A second mediation is required on or before 31 August 2018.

8.	File Number:	Appeal 1834 of 2018 (RCC reference CAR17/058 and Development Tribunal reference 58 of 2017)
Appellant:		Redland City Council
Respondents:		Michael Van Dyck Sean Carroll Jane Carroll
Proposed Development:		Building Works for a Domestic Outbuilding (Carport) 22 Sommersea Court, Cleveland (Lot 666 on CP853643)
Appeal Details:		Appeal against the decision of the Development Tribunal (58-17)
Current Status:		Appeal filed on 18 May 2018. Review scheduled for 23 August 2018.

9.	File Number:	Appeal 2142 of 2018 (MCU013782)
Appellant:		Binnaton Holdings Ltd
Proposed Development:		Material Change of Use for an Apartment Building (39 units) 7, 9 & 11 Fernbourne Road, Wellington Point (Lots 1 & 2 on RP14166 and Lot 2 on RP14166)
Appeal Details:		Appeal against Council decision to issue a Preliminary Approval
Current Status:		Appeal filed on 11 June 2018. Without prejudice meeting held on 19 July 2018.

10.	File Number:	Appeal 2171 of 2018 (ROL006209)
Appellant:		Lorette Margaret Wigan
Proposed Development:		Reconfiguring a Lot for 1 into 29 lots and road 84-122 Taylor Road, Thornlands (Lot 1 on RP123222)
Appeal Details:		Appeal against Council decision to issue a Preliminary Approval
Current Status:		Appeal filed on 13 June 2018. Mediation held on 29 June 2018.

11.	File Number:	Appeal 2519/18 (MCU17/0123)
Appellant:		Wellington Property Management Pty Ltd
Proposed Development:		Material Change of Use for a Child Care Centre 100-102 Collins Street, Redland Bay (Lot 1 on RP190688)
Appeal Details:		Appeal against Council refusal
Current Status:		Appeal filed on 9 July 2018. Without prejudice meeting required by 21 September 2018. The next Court review is scheduled for 15 November 2018.

APPEALS TO THE QUEENSLAND COURT OF APPEAL

12.	File Number:	Appeal 8114/18 (MCU012812) / (QPEC Appeal 3641 of 2015)
Appellant:		Redland City Council
Respondent (applicant):		King of Gifts Pty Ltd and HTC Consulting Pty Ltd
Proposed Development:		Material Change of Use for Service Station (including car wash) and Drive Through Restaurant 604-612 Redland Bay Road, Alexandra Hills
Appeal Details:		Appeal against the decision of the Planning and Environment Court to allow the appeal and approve the development.
Current Status:		Appeal filed by Council on 30 July 2018. The outline of Council's grounds of appeal is due by 27 August 2018. A Court review is scheduled for 19 September 2018.

DEVELOPMENT TRIBUNAL AND OTHER MATTERS

13.	File Number:	1568 of 2018
Applicant:		Redland City Council
Respondents:		Paul Michael McManus Approved Realty Pty Ltd IApproved Pty Ltd
Development:		Undefined Use (Rooming Accommodation) 1/139 Mount Cotton Road, Capalaba (Lot 1 on SP258938)
Application Details:		Unlawful Use
Current Status:		Application filed on 30 April 2018. Mediation held 14 June 2018. The next Court review is scheduled for 16 August 2018. A second mediation is scheduled for 21 August 2018.

OFFICER'S RECOMMENDATION

That Council resolves to note this report.

13.3 RESPONSE TO PETITION REQUESTING COUNCIL FORM A COMMUNITY REFERENCE GROUP TO ASSIST COUNCIL PLAN FOR COMMONWEALTH LAND AT BIRKDALE

Objective Reference:**Authorising Officer:** Louise Rusan, General Manager Community & Customer Services**Responsible Officer:** David Jeanes, Group Manager City Planning & Assessment**Report Author:** Brett Hookway, Senior Strategic Planner**Attachments:** 1. Birkdale Commonwealth Land Map  **PURPOSE**

The purpose of this report is to respond to a petition received from residents of Redland City requesting Council form a community reference group (CRG) to assist Council in planning for the future use of the Commonwealth land at Birkdale currently owned by the Australian Communications and Media Authority (ACMA) and Air Services Australia (ASA).

BACKGROUND

The petition received by Council on 5 June 2018 requested Council form a community reference group (CRG) to assist Council to plan for the future use of the Commonwealth land at Birkdale. The petition made the following points:

- Given Council is wanting to secure for community benefit, the formation of a community reference group is prudent given Local Member for Capalaba, Don Brown said (Redland City Bulletin 21 May 2018) that council would need to have a plan in place for 50 hectares of Birkdale bushland if it wanted to borrow money from the State government to buy the land from the Commonwealth government;
- A community reference group could also lobby for the land to be surrendered at no cost for community purposes in the interests of the local community; and
- Further it is suggested community organisations should comprise the core of the CRG and include representatives of Redlands Branch of the Queensland National Trust, Koala Action Group, Birkdale Progress Association, Wildlife Queensland Bayside Branch and Redlands2030.

The petition was presented to the General Meeting on 06 June 2018.

ISSUES

Recent Council resolutions in relation to Commonwealth Land in Birkdale land are:

- In January 2015, Council at its General Meeting resolved to enter into negotiations with the Australian Government, and relevant commonwealth agencies ACMA and Air services Australia (ASA) with a view to acquiring the Birkdale Commonwealth land as a strategic land acquisition.
- In May 2018 - A Mayoral Minute in response to the Federal Budget reconfirms Council's intent:

1. To enter into urgent negotiations with the Australian Government, Air Services Australia and the Australian Communications and Media Authority (ACMA) with a view to acquiring the land described as Lot 1 RP14143, Lot 2 on SP 146445 and Lot 2 on RP 14144 362-388 Old Cleveland Road East) and Lot 1 RP101870 and Lot 149 on RP101869 (392 Old Cleveland Road East);
 2. All negotiations should make it clear Council's intention is for the land to be retained for community use, such as educational facilities and recreation, to protect the property's environmental overlays and significance; and
 3. To write to the relevant Federal Minister, Member for Bowman and Chair and Agency Head of ACMA to request the Australian Government immediately rescind its decision to divest the land in 2019-20 for 400 houses, as outlined in the Federal Government 2018-19 Budget Papers.
- Since this time Council has continued to negotiate with the Federal Government with a view to acquiring surplus Commonwealth Land at Birkdale as a strategic land acquisition.

1. Current Planning Provisions

The following provides a summary of the current planning provisions that apply to the site.

Shaping SEQ Regional Plan

The draft SEQRP released for public consultation proposed to include the site within the Urban Footprint regional land use category, however, the final SEQRP released in August 2017 retained the site within the Regional Landscape and Rural Production Area. This land use category effectively restricts any further reconfiguration or development for an urban purpose but does allow for a range of uses including tourism, community, small scale industry and sport and recreation activities provided they are within certain thresholds.

State Planning Policy (SPP)

Under the Queensland Governments SPP, the site is identified as being affected by a range of constraints and containing particular values. The key constraints and values identified on the site include:

- Bushfire prone area - almost the entire site is identified as being exposed to high and medium potential bushfire intensity and within potential bushfire impact buffers;
- The site is located within a Coastal Management District;
- Erosion prone – a strip of land adjoining Tingalpa Creek is identified as an erosion prone area;
- Storm tide inundation - land in close proximity to Tingalpa Creek is identified as being within a medium and high storm tide inundation area; and
- Matters of State Environmental Significance - the site is identified as containing wildlife habitat, regulated vegetation, essential habitat, small area of high ecological significance wetland and bushland koala habitat.

Redland Planning Scheme and Draft City Plan

Under the current Redland Planning Scheme, the cleared areas of the site are included in the Community Purpose zone (CP11-Commonwealth Facilities - Radio Receivers), while the vegetated areas are included in the Conservation zone. This zoning reflects the current use of the site.

Under the new draft City Plan to be commenced on the 8 October 2018, the site is similarly within the Community Purpose zone (CF8: Commonwealth facilities - radio receivers) and Conservation zone. In addition, the strategic framework of the draft City Plan also identifies the potential of the site to be utilised as a special enterprise area.

3.4.1.13 Birkdale Special Enterprise Area

A new special enterprise area may establish at Birkdale, utilising surplus Commonwealth land (currently the communications facility site). This precinct may focus on clean industries, in association with tertiary education and training facilities. Development does not occur prior to site based investigations and feasibility assessments which establish an appropriate role and layout, and ensure the protection of significant ecological and heritage values on the land.

Under the draft City Plan parts of the site are identified as being affected by the following hazards and containing the following values:

- Environmental Significance - site identified as containing matters of state and local environmental significance;
- Landslide hazard - relatively small portion of the site along the creek embankment identified as being affected by high, medium and low landslide hazard;
- Waterway corridor and wetland - strip of land adjoining Tingalpa Creek is identified as a waterway corridor;
- Site adjoins a designated transport noise corridor; and
- Consistent with the State Planning Policy, under the new draft City Plan the site is also identified as being affected by bushfire hazard, coastal management district, flood and storm tide hazard.

In summary, the current planning provisions applying to the site significantly restrict any further development or alternative uses of the site until further planning investigations occur. Recognising the current planning provisions applying to the site, further detailed planning investigations are required to analyse the site and identify preferred future uses while ensuring that the unique values and features of the site are protected.

2. Future Planning

Once purchase negotiations are further progressed, it is expected Council will seek to recommence further land use planning investigations of the site to identify preferred land uses that align with both Government and community expectations, whilst responding to the opportunities and constraints of the area while also ensuring the sites inherent environmental and heritage values are protected. While detailed planning investigations are currently on hold, the Mayoral Minute presented to the Council General Meeting on the 9 May 2018 resolved that Council's current intention for the land 'that it should be retained for community use, such as educational facilities and recreation, to protect the property's environmental overlays and significance'.

A critical element of any future land use investigation and planning of the site will be the undertaking a supporting community and stakeholder engagement program. Such a program will need to ensure the land use plan best incorporates community and stakeholder aspirations and ideas.

Until Council recommences land use investigations of the site, it is too early to determine whether or not the establishment of a CRG should be part of the supporting community and stakeholder engagement program. If it is determined that a CRG should be formed it is expected that an expression of interest process would be run to allow community members to nominate to be part of the group.

While the petition has requested that a CRG be formed to assist with planning and purchase negotiations, recognising no further site investigations or planning work is to be undertaken before purchase negotiations are further progressed there is currently no need for a CRG to be formed to assist with planning of the site. In addition, it is not expected that a CRG would be required to assist with purchase negotiations between Council and the Federal Government.

In summary, it is recommended that the Birkdale Commonwealth Land Review project remain on hold pending the outcome of purchase negotiations. Once negotiations have satisfactorily progressed it is recommended that Council recommences the Birkdale Commonwealth Land Review project supported by a detailed community and stakeholder engagement program. In developing this program Council should give consideration to whether or not a CRG should be included as part of the detailed community and stakeholder engagement program.

STRATEGIC IMPLICATIONS

Legislative Requirements

There are no legislative requirements associated with the recommendations of this report.

Risk Management

There are no risks associated with the recommendations of this report.

Financial

There are no financial implications associated with the recommendations of this report.

People

There are no people implications associated with the recommendations of this report.

Environmental

There are no environmental implications associated with the recommendations of this report.

Social

There are no social implications associated with the recommendations of this report.

Alignment with Council's Policy and Plans

The recommendations of this report are not inconsistent with council policy and plans.

CONSULTATION

Officers in City Planning and Assessment have been consulted in considering this petition and preparing a report in response to it.

OPTIONS**Option One**

That Council resolves to write to the petitioners advising Council will consider the establishment of a community reference group as part of any future land use planning project community and stakeholder engagement program.

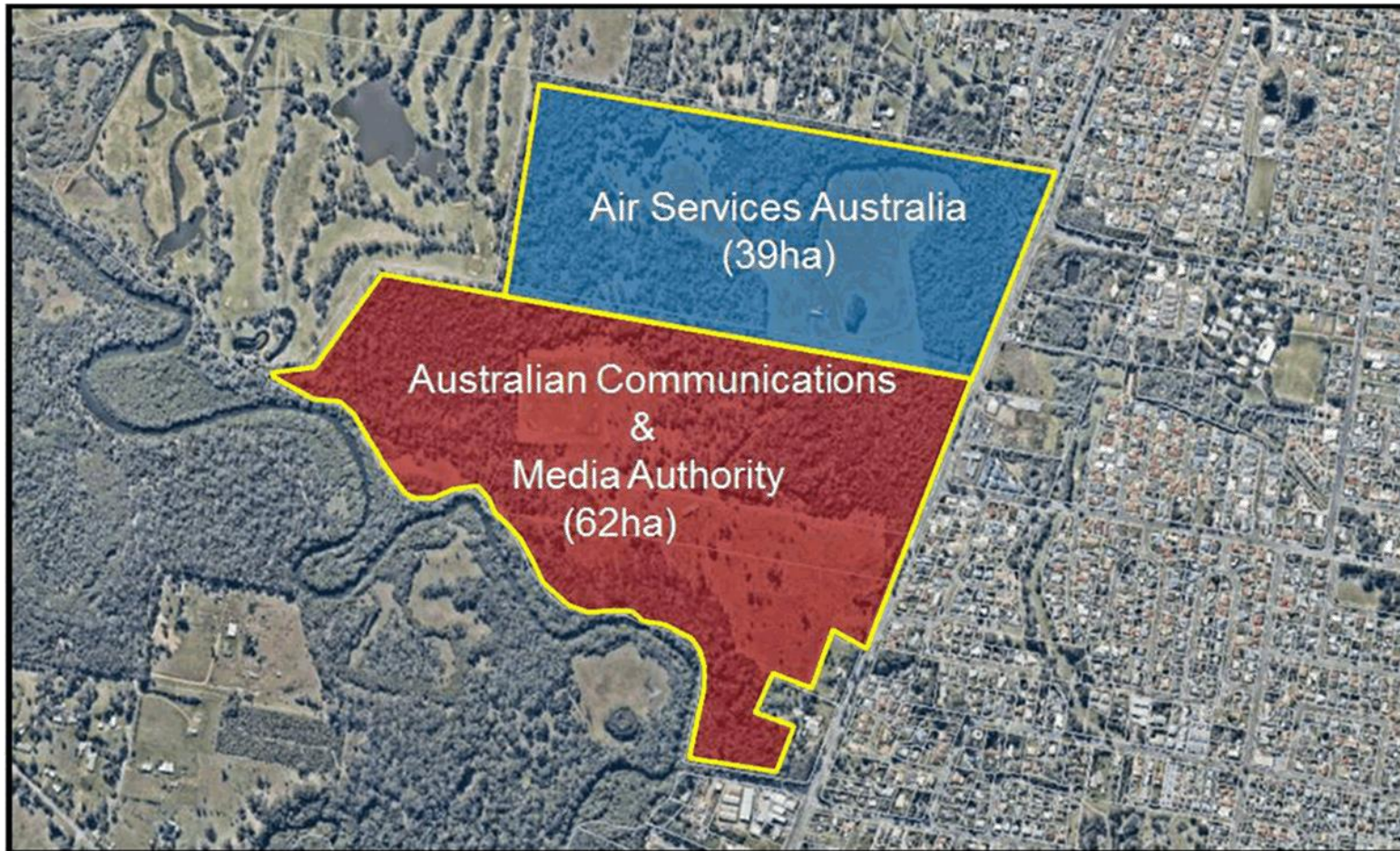
Option Two

That Council resolves to write to the petitioners advising Council will not consider the establishment of a community reference group as part of any future land use planning project community and stakeholder engagement program.

OFFICER'S RECOMMENDATION

That Council resolves to write to the petitioners advising Council will consider the establishment of a community reference group as part of any future land use planning project community and stakeholder engagement program.

Attachment 1 - Birkdale Commonwealth Land



13.4 REDLANDS COAST TRANSPORT STRATEGY

Objective Reference:

Authorising Officer: Louise Rusan, General Manager Community & Customer Services

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

Report Author: Tim Mitchell, Principal Transport Planner

Attachments: 1. Draft Redlands Coast Transport Strategy  

PURPOSE

The purpose of this report is to present the Draft Redlands Coast Transport Strategy (The Strategy) and seek endorsement to proceed to community consultation. The Transport Planning Unit initiated this project in December 2017 in accordance with the approved Operational Plan for the 2017/18 financial year. A draft strategy has been prepared and is now considered ready for the next phase, being community consultation.

BACKGROUND

The Strategy is an overarching strategic document that will guide the future direction of transport planning on the Redlands Coast, outlining key transport vision, objectives and themes and prioritising where further detailed planning is required. The life of The Strategy is 2041 to align with the City Plan and South East Queensland Regional Plan (Shaping SEQ) with the intention of an annual implementation plan to be prepared which is informed by the defined project priorities and emerging transport issues. An annual implementation enables greater flexibility in achieving the defined objectives and completing projects.

The Strategy has been developed with the intent of being utilised to guide delivery of Council led transport initiatives and as a key advocacy document when liaising with State and Federal governments, transport providers and neighbouring local governments.

The last round of comprehensive community engagement that focussed on transport in the Redlands was in 2015. During this engagement program Council hosted a series of community forums across the city, featuring key speakers across various transport sectors. The development of The Strategy has been informed by this engagement event in relation to defined priorities and issues.

ISSUES

The Redlands Integrated Local Transport Plan 2016 (ILTP) is out-dated and a new overarching strategic document is required to guide future transport planning in the Redlands. Since the development of the ILTP in 2003, there have been significant changes in the way in which transport modes are delivered (technology, moveability, etc.). An updated strategy is needed to capture these opportunities and redefine the vision and objectives for the transport network. While there have been major advancements in transport in relation of infrastructure projects and available technology, the major priorities within the Redlands Coast are largely the same. These are the upgrading of key road corridors, Cleveland Rail Line duplication, better public transport connections with the islands and the delivery of the Eastern Busway. The Transport Strategy seeks to address these priorities by clearly identifying major transport priorities complimented by evidence based planning for more effective advocacy.

STRATEGIC IMPLICATIONS

Legislative Requirements

There are no legislative requirements to develop a Transport Strategy.

Risk Management

An overarching strategic document will set clear and consistent vision for transport planning in Redlands. The Transport Strategy will guide the direction of future planning and also enable greater advocacy to all levels of government. The risks for not completing the Transport Strategy include the continued reliance on an out-dated transport plan.

Financial

The purpose of the Strategy is to clearly define the transport planning priorities on the Redlands Coast and assist Council officers to program budget submissions over future financial years.

People

The Redlands Coast Transport Strategy will require resources, both in house and specialist consultants (when needed) to fully implement the suite of actions and defined priorities.

Environmental

A key theme of the Redlands Coast Transport Strategy is to improve the active transport network and walkability of major centres. This informs the target of increasing accessibility to public transport nodes and the number of walking and cycling trips across the city.

Social

The implementation of the Redlands Coast Transport Strategy will create a resilient, accessible and connected transport network that serves the whole community. The Strategy also seeks to implement travel behaviour change programs which will assist the community to make wise travel choices.

Alignment with Council's Policy and Plans

The Transport Strategy has been drafted to align with the following key Council documents:

- Redlands 2030 Community Plan;
- Corporate Plan 2018-2023;
- Redlands Planning Scheme (and recently adopted City Plan); and
- Redland City Economic Development Framework 2014-2041.

CONSULTATION

During the early stages of the project state government agencies, service providers and key community groups were engaged. This targeted engagement event informed the development of the strategy and also the project team to establish an early rapport with key stakeholders.

Internal briefing sessions with the City Planning & Assessment, City Infrastructure and Environment and Regulation Groups have been conducted as part of a broader organisation consultation process. An internal stakeholder working group has also been consulted, which includes the following positions:

- Manager of Economic Sustainability & Major Projects
- Group Manager City Planning & Assessment
- Group Manager City Infrastructure
- Group Manager Environment & Regulation

- Principal Engineer City Infrastructure
- Senior Engineer Traffic and Transport
- Senior Engineer Marine & Water Assets
- Principal Adviser Strategic Economic Development
- Project Manager Economic Sustainability & Major Projects
- Senior Adviser Strategic Communications
- Service Manager Civic & Open Space

A community engagement strategy has been prepared for The Strategy outlining the proposed schedule to undertake consultation with key stakeholders and the broader community. The community engagement program has been nominated to run from September to November with specific events earmarked for direct engagement with key stakeholders and the broader community. These events have not been attributed specific dates yet to allow flexibility with timing and ensure optimal benefits are achieved when completing a particular event.

The engagement program will outline to the community 'What', 'Where' and 'Why' regarding The Strategy. In particular the program seeks to engage the community on 'what has changed' from previous strategies, 'where are Council's priorities' and 'why is Council preparing a new strategy'.

The key objectives to be achieved from the engagement program are:

1. Consult with the community for the purpose of acquiring qualitative and quantitative data of travel behaviour, transport issues and project priorities.
2. Engage directly with local State (and Federal) Members.
3. Provide information and raise awareness in the community about the transport network in relation to responsibilities for managing particular components.

OPTIONS

Option One

That Council resolves to endorse the Draft Redlands Coast Transport Strategy for the purpose of progressing to community engagement.

Option Two

That Council resolves to endorse the Draft Redlands Coast Transport Strategy for the purpose of progressing to community engagement, subject to amendments.

Option Three

The Council resolves to not endorse the draft Redlands Coast Transport Strategy and/or defer community engagement to a later date. Deferring the planned community engagement stage of the project will delay the development of the Redlands Coast Transport Strategy project. Delaying the project will continue the status quo of Council having an out-of-date strategic document.

OFFICER'S RECOMMENDATION

That Council resolves to endorse the Draft Redlands Coast Transport Strategy for the purpose of progressing to community engagement.



FUTURE SHIFT
THINKING

REDLANDS COAST TRANSPORT STRATEGY

DRAFT 14/08/2018

CONNECTING
REDLANDS



Quandamooka Country

The waters, islands, land and streams that cover Redlands Coast are part of Quandamooka country. There are three clans that comprise the Peoples of Quandamooka, being Nughri of Mulgumpin (Moreton Island) and the Nunukul and Gorenpul of Minjerribah (North Stradbroke Island).

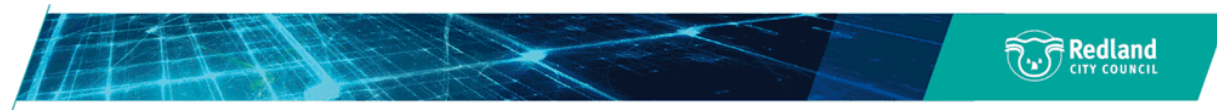
Redland City Council acknowledges the Quandamooka People, Traditional Owners of the lands, winds and waters we call Redlands. Council also pays respect to Elders, past, present and future

Synopsis

The Redlands Coast Transport Strategy has been developed to be an overarching strategic document that will guide the direction of transport planning and projects in the Redlands. The strategy's life has been set at 2041 to align with the timeframes defined in the City Plan and the South East Queensland Regional Plan 2017 (Shaping SEQ).

Contributors

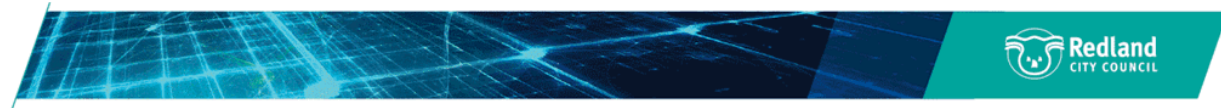
The Redlands Coast Transport Strategy was made possible by the following contributions:





MAYOR FOREWORD

COMMENTARY TO BE PROVIDED





Vision

Redlands Coast has an **efficient, accessible and integrated** transport system which sustainably facilitates the movement of people and goods within and beyond the city and the bay.

Integrated, Innovative & Sustainable Planning



Leadership, Governance & Decision Making



A Livable, Active & Prosperous City



A Connected & Accessible City



Positive Education & Behaviour



THEMES

Each theme contains objectives which have been developed to provide a framework for quantifiable actions

Integrate land use and transport planning to adopt innovative solutions

Advocate effectively for implementation of projects that achieve the vision of the Redlands transport network

Land use and transport network outcomes encourage economic prosperity and sustainable connectivity with centres and natural assets

Safe, sustainable and equitable movement throughout the region

Community makes wise travel decisions based on sustainability, cost, accessibility and amenity

TARGETS

The actions developed within the Redlands Coast Transport Strategy will be undertaken to achieve these targets

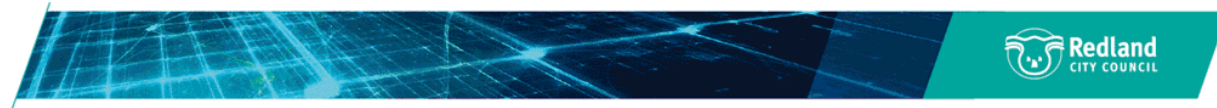
Increase population density and pedestrian connectivity of Activity Centres

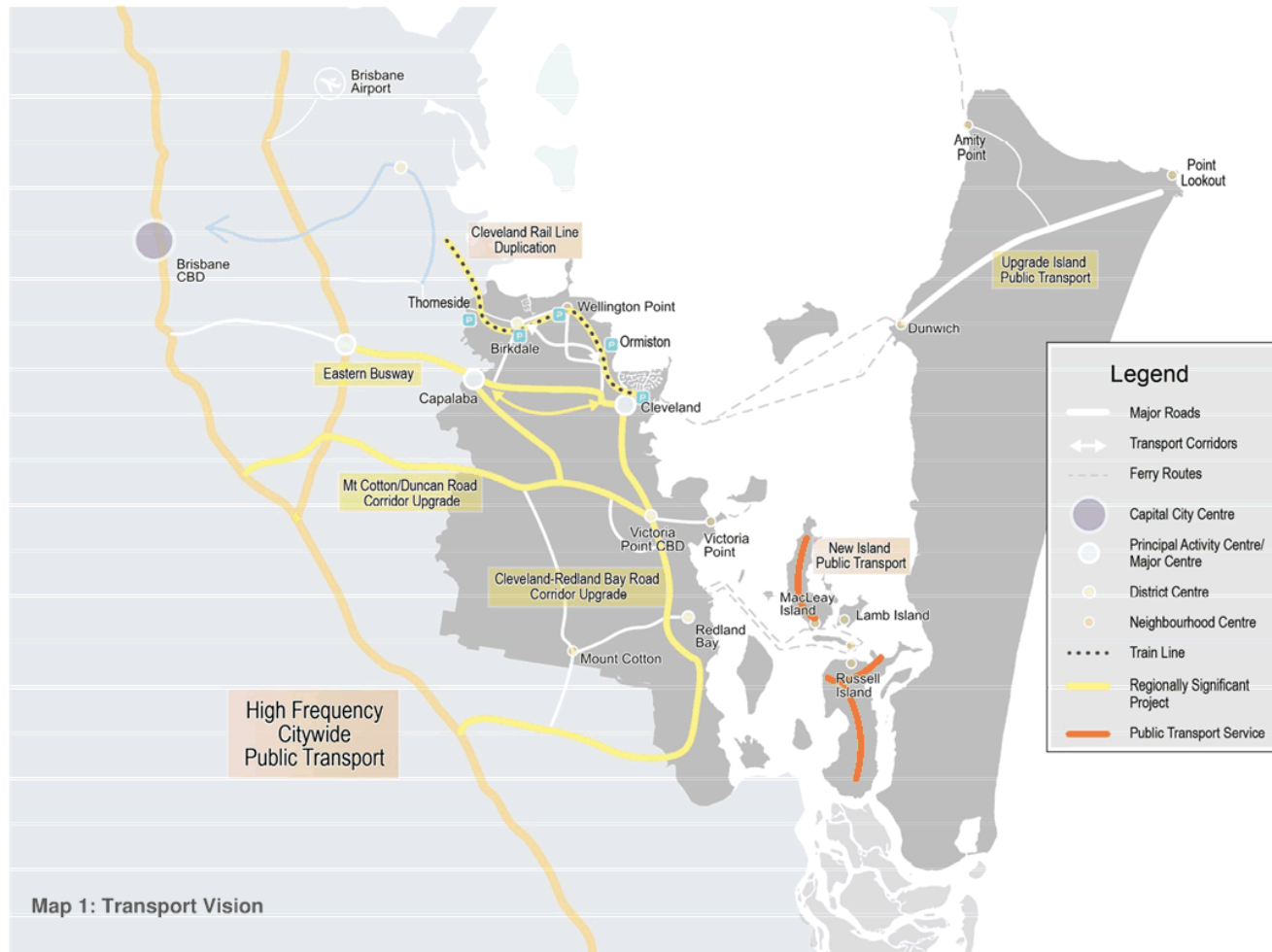
Investigate alternative funding mechanisms to deliver transport projects

Increase walk ability access to key public transport nodes

Increase in walking and cycling for all trips

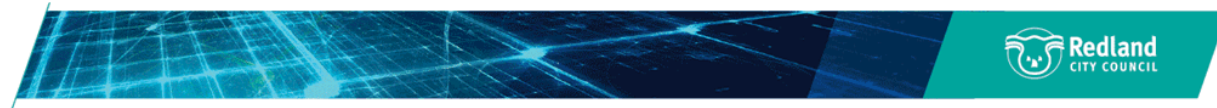
Implement successful travel behaviour change programs





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Section 1 – Overview



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1 Overview

1.1 Why a Transport Strategy?

The Redlands Coast Transport Strategy (the Strategy) is an overarching strategic document that will guide the direction of future transport planning on the Redlands Coast. The Strategy defines a number of key transport themes that reflect the uniqueness of the Redland community. The Strategy has been developed to align with existing corporate documents to ensure consistency across the organisation and direction of strategic planning.

An overarching transport strategy is needed so Redlands City Council can more effectively plan the transport network. A long term vision, accompanied with realistic and achievable objectives, also enables Council to advocate more effectively to State and Federal Governments in relation to the prioritising and delivery of major infrastructure projects.

Our Transport Vision:



Redlands Coast has an efficient, accessible and integrated transport system which sustainably facilitates the movement of people and goods within and beyond the city and the bay



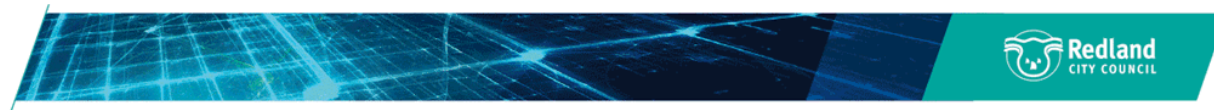
1.2 Structure of the Strategy

The Strategy has been developed to equip Council with metrics and empirical analysis to guide the direction of transport planning in the City and advocate for funding decisions made by local, state and federal governments for transport infrastructure and services.

Our goal is to protect the land, seas and waters of Redlands Coast and with the increasingly-competitive funding environment of today's governments we need to ensure that our investments in transport infrastructure are suited to our goals. This means implementing integrated transport and land use planning actions as outlined in this Strategy. It is essential that sustainable solutions are identified across the City that provides communities with viable alternatives to the private motor vehicle in order to access services, employment and recreational opportunities.

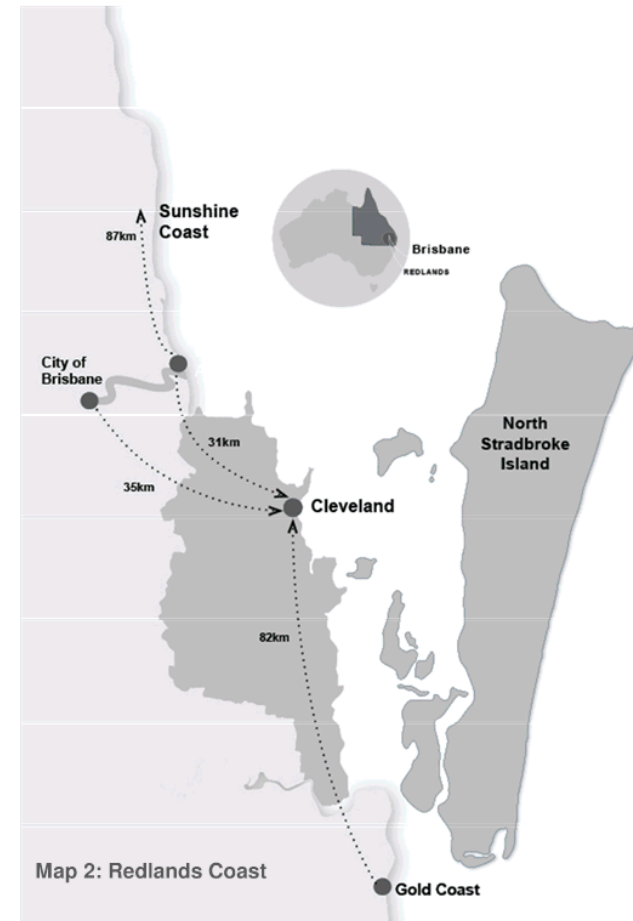


The Strategy outlines five key themes, each of which host supporting objectives. This provides a strategic framework for undertaking quantifiable action. The structure of this strategic framework is outlined in the figure below. The objectives and targets for Redlands' transport system will be achieved by a set program of actions to be undertaken over the coming years. The Strategy has been developed with a project life of 2041, to align with recent major strategic planning projects such as the Queensland Government's South East Queensland Regional Plan 2017 (Shaping SEQ) and the Draft South East Queensland Regional Transport Plan along with Council's City Plan.





The Strategy is supported by an Implementation and Monitoring Plan. The implementation plan will be updated annually, outlining the transport projects identified to meet the objectives of this Strategy and realise the transport vision. The plan is a dynamic document that evolves as actions are completed and circumstances affecting the Redlands change.



Section 2 – Background



P10

2 Background

2.1 Introduction

The population and employment in Redlands is forecast to increase over the next 25 years. This sustained increase requires long term planning for all elements of the City's transport system.

Similar to other cities across Australia, the major roads within the region are controlled by the State Government and therefore the State plays a critical role in planning and managing the transport network, including operation of the passenger transport system. The development of the Redlands Coast Transport Strategy requires Council to work together with other transport agencies to deliver an integrated transport vision for the City.

The Redlands Coast Transport Strategy and associated actions will identify a stable transport solution to inform investment priorities and ensure that the City is serviced by a sustainable and economically viable transport system. It is essential that sustainable solutions are identified across the City that provide communities with public and active transport infrastructure and services that are sufficient enough to be considered viable alternatives to the private motor vehicle to access services, employment and recreational opportunities.

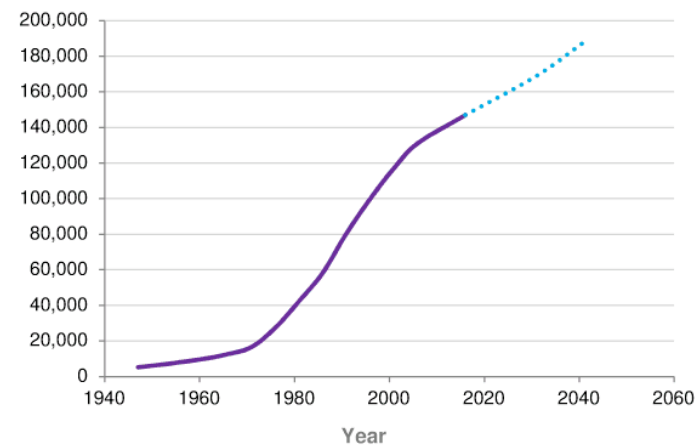
2.2 Redlands of Yesterday

The Redlands Coast has been inhabited for over 21,000 years with the Quandamooka people having had settlements on North Stradbroke Island (Minjerribah), Moreton Island and the Redlands mainland. The trails carved throughout the Redlands by countless steps of the Quandamooka people constituted the first transport corridors in the area. Following the closure of the Moreton Bay Penal Colony in 1842, early European settlers

began to move around the Redlands which was largely settled by farmers, timber-cutters and fisherman.

The Cleveland Rail Line was first opened in 1889, opening the City to tourism and providing a means for the movement of produce to the nearby major city of Brisbane.

Farms slowly gave way to houses and a collection of small coastal villages became the Redlands. Concurrent with population growth, the transport needs of the Redlands have changed considerably since Redlands Shire was first formed in 1949. The population increase from 5,000 in the 1940s to 154,312 in 2017 is demonstrative of the increase in demand for transport.



Source: profileid & Shaping SEQ

Figure 1: Population Growth of Redlands Coast

2.3 Redlands of Today

2.3.1 What is our identity?

To develop an effective transport strategy, it is important to understand the Redlands community. Essential information such as population, average age and employment type will inform key priorities and enable the development of a transport system that is fit for purpose and serves the community. The Redlands population in 2017 was 154,312 and this is projected to grow to over 188,000 by 2041. Redlands residents are older than their neighbours in Brisbane with a median age of 41.1 years compared with 34.5 years respectively.

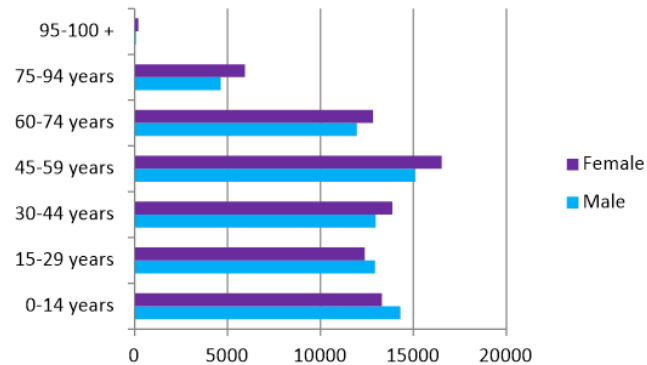


Figure 2: Age Pyramid

To support an aging population, 'Health Care and Social Assistance' is the strongest employment industry. This is followed by retail trade and education and training.

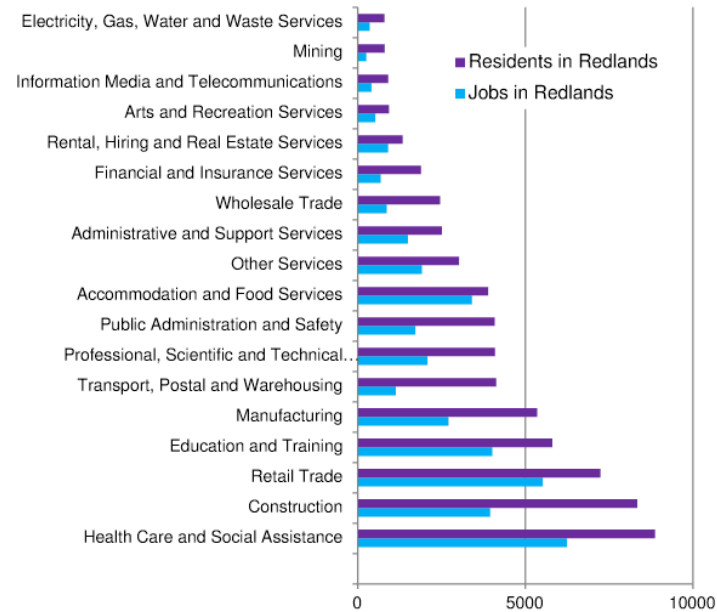


Figure 3: Employment by Industry

Redlands Coast has a low level of self-containment when it comes to employment with approximately 40% of residents working locally within the City. Brisbane is the most popular place of employment outside of the City, currently attracting 51% of full-time employed residents and 30% of part-time employed residents. The impact of low self-containment has a major impact on the transport system as residents travel longer distances on a daily basis to access their place of employment.

Table 1: Redlands Community Profile Snapshot

Metric	Mainland	Islands
Median annual family income	\$94,380	\$46,060
Average per household	2.6	2
Median weekly rent	\$400	\$265
Unemployment rate	9%	21.7%
Low income families	8%	21%
Median age	41.1	55.5

Source: profiled, 2017

These demographics highlight the difference between the mainland and the islands which require different transport planning approaches.

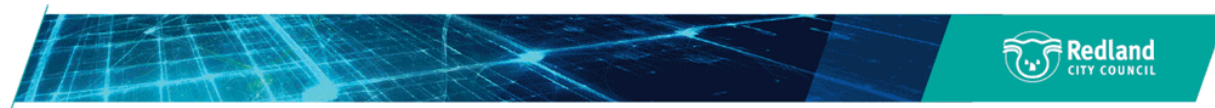
Among the islands there are also different economic considerations. North Stradbroke Island (NSI) is in the process of an economic transition from sand mining as its principal industry towards ecotourism, Coochiemudlo Island has a small local community with high amount of visitors, while the Redlands Coast Southern Islands (RCSI), also known as Southern Moreton Bay Islands, serve almost exclusively as private residences.

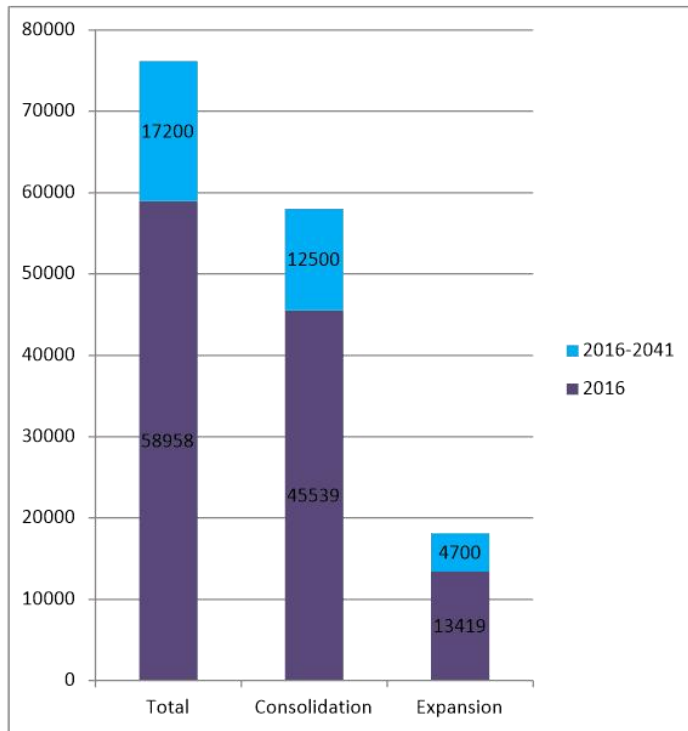
Where do we live, work and play?

The urban footprint of Redlands Coast is concentrated around the northern and eastern extents of the mainland as set out in the City Plan. The urban area in the north is serviced by the Capalaba and Cleveland Activity Centres, while the Victoria Point Activity Centre services the key area of growth to the south of the region. These activity centres are supported by local activity centres throughout the region. Redlands Coast is home to two (2) industrial areas in Capalaba and Cleveland.

Shaping SEQ has identified Southern Thornlands as a potential future growth area and the Toondah Harbour Priority Development Area (PDA) as an important anchor for growth in the City. Beyond these, urban growth in Victoria Point, Southern Thornlands as well as the Weinam Creek PDA will play an important role in the growth in the south of the City and connecting RCSI with the mainland. There is also a significant amount of growth forecast in Southern Redland Bay over the next 15-20 years which is expected to influence the transport network. The projected growth in these areas is expected to be at least 17,000 new dwellings in the city.

Sheldon and Mount Cotton will maintain their rural character and provide a link to the more expansive natural environments that typified Redlands Coast of yesterday.





Source: ShapingSEQ, 2017

Figure 4: Dwelling growth to 2041

2.3.2 How do we travel?

Private vehicle travel has been the most popular method of travel to, from and within Redlands Coast for several decades. In order to reduce traffic and maintain the lifestyle desired by residents a shift towards more sustainable modes of transport is required.

2.3.2.1 Journey to work

A key transport issue for Redlands Coast is that the majority of full-time employed residents travel outside of the local government area for work, with 51% travelling to Brisbane, 7% to Logan and 3% to the Gold Coast. This employment pattern places particular stress on the limited connections between Redlands and surrounding areas.

Self-containment is much higher for part-time employment with 64% of residents who work part-time doing so within the City.

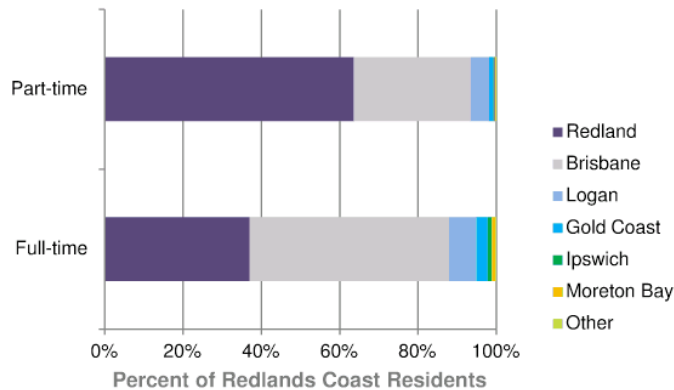


Figure 5: Place of Work for Redlands Coast Residents

For those employees travelling to Brisbane, 85% travel by private vehicle and 14% by public transport. Employees that remain within Redlands predominantly travel to work by private vehicle (over 90%) with less than 5% using public transport and 5% using active modes such as cycling and walking. This highlights a significant opportunity to improve the accessibility and utilisation of public transport for both employees traveling within and outside of the City.

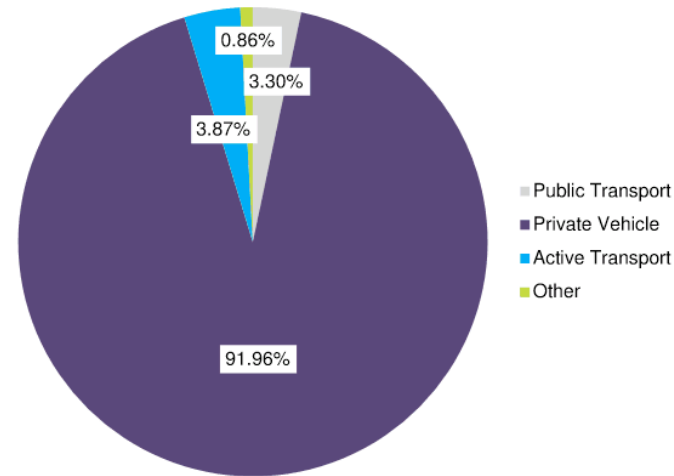


Figure 6: Method of Travel to Work - Residents Employed in Redlands

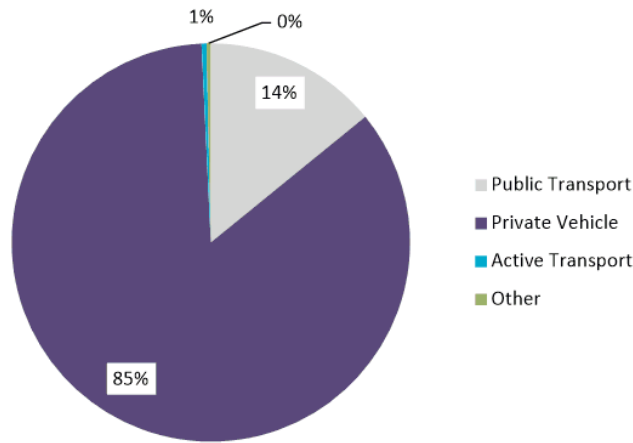


Figure 7: Method of Travel to Work - Residents Employed in Brisbane

2.3.2.2 Active transport

Active transport is the healthiest and greenest mode of transport. In 2016, almost 5% of residents either walked or cycled to their job in Redlands. Recreational cycling in Redlands is much more popular than cycling to and from work, with travel surveys indicating that 27% of intra-city trips are by active transport.

The utilisation of active transport goes hand in hand with supportive infrastructure and education. A study by the Portland Bureau of Transport showed that fear, caused by the interaction between vehicles and bicycles was a determining factor in a person’s decision to cycle to work. The study classified participants into four groups: “strong and fearless” (1%), “enthused and confident” (7%), “interested but concerned” (60%), and “no

way no how” (33%). This study highlights the importance of safe active transport infrastructure to the adoption of this mode.

There is an extensive active transport network throughout the city consisting of on-road cycle lanes and an off-road pathway network. These cycle lanes are located on almost all major roads and connect each activity centre. Excluding the Capalaba-Alexandra Hills-Cleveland commuter shared path, the remaining shared paths are classified as recreational as they typically skirt the coastline or parklands rather than providing direct travel paths to key activity centres and this is typified by the Moreton Bay Cycleway.



Beyond infrastructure, distance and topography are key factors that influence the choice of active travel methods in the Redlands. The land surrounding the foreshore is relatively flat with slight undulations and conducive to active travel, this is reflected in the percentage of recreational active travel trips. Similarly the northern part of Redlands Coast is

characterised by fairly consistent topography and more suited to active transport.

There are portions of Redlands Coast which are currently not ideal for active transport, these include the predominant rural and lower density areas which are straddled by major roads and have limited capacity to accommodate pedestrians or cyclists.

Historically, school-aged children have the highest participation rate for active transport. However, these figures have dropped in recent years. There are many causes for this decline. One common response is that increased numbers of private vehicles around schools discourage parents from allowing students to walk or cycle to school. This is often a result of parents having limited time to supervise active transport trips to and from school due to their own long travel times to their place of work outside Redlands Coast.



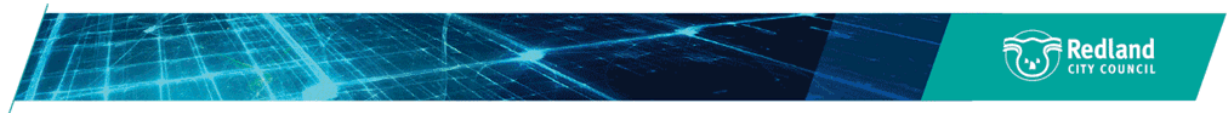
2.3.2.3 Track and trail network

Redlands Coast is complimented by a natural environment that winds its way through the urban environment providing track and trail linkages as well as important nature refuges. The network of corridors is designed to benefit animals, plants, residents and visitors.

The track parks and conservation areas present an opportunity for the Redlands to leverage from the natural beauty and provide world class active transport facilities.

- Redlands Track Park
- Bayview Conservation Area
- Con and Christine Burnett Conservation Area
- Eastern Escarpment Conservation Area
- Ford Road Conservation Area





2.3.2.4 Public transport

The northern extent of Redlands Coast is serviced by Queensland Rail's Cleveland line with five stations located at Cleveland, Ormiston, Wellington Point, Birkdale and Thorneside. The Cleveland line is currently a single track between Manly and Cleveland.

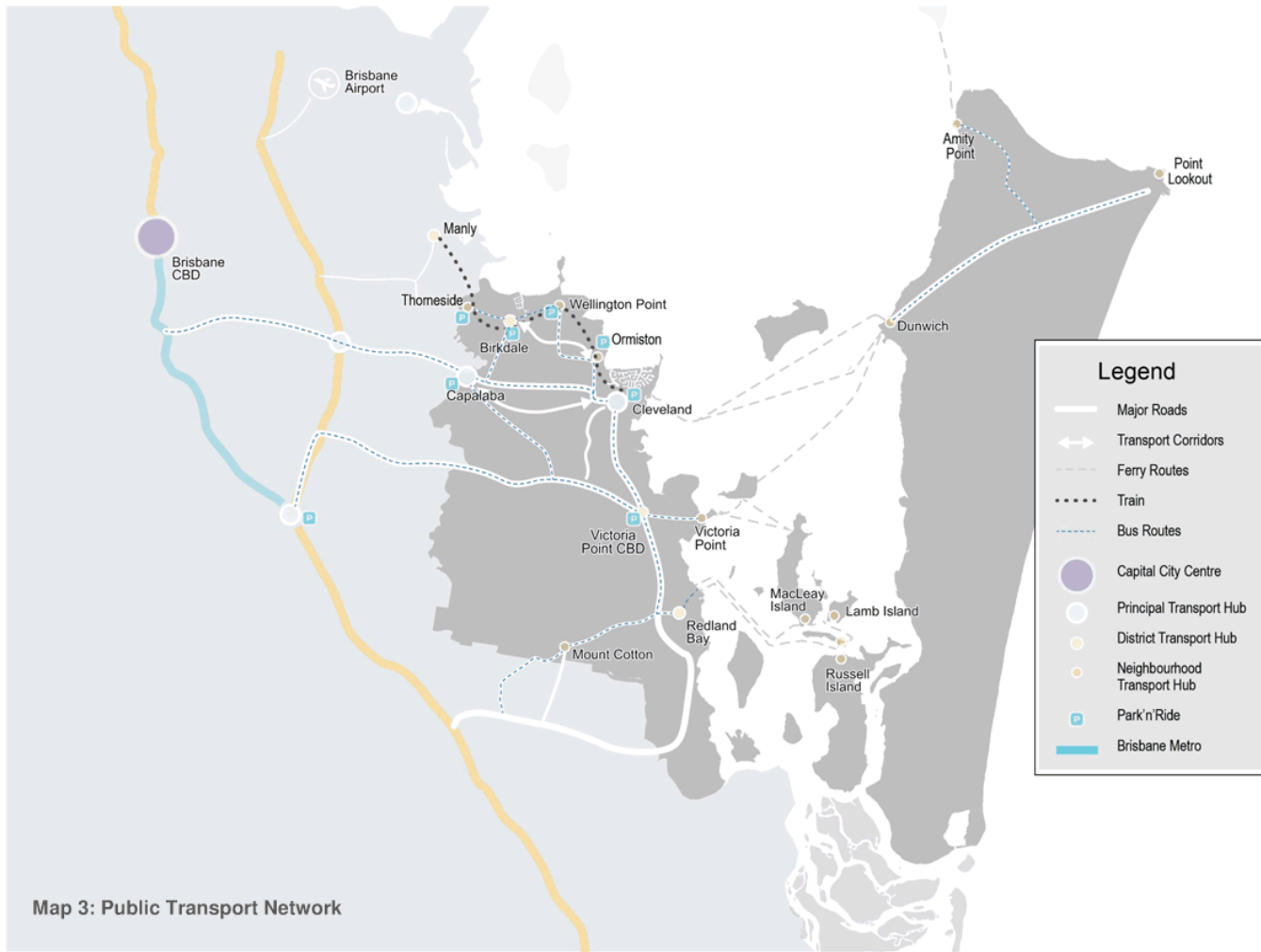
The circuitous route taken by the Cleveland rail line makes travel by this mode undesirable to some potential passengers. By rail, a journey from Cleveland to Brisbane Central takes 62 minutes. By comparison, the same journey by car can take between 46 and 57 minutes during peak periods and 36 minutes outside of peak periods.

There are Park 'n' Ride facilities at each station and connecting bus services at Cleveland, Birkdale and Thorneside. In the past, travel surveys have indicated that almost 40% of passengers drive to the rail stations, resulting in high demand for Park 'n' Ride spaces at Birkdale, Ormiston and Wellington Point. Two seat journeys are uncommon, with only 5% of rail passengers arriving by bus. A two seat journey is when a passenger utilises at least two trips on public transport to reach their destination, for example taking a bus to the rail station and the taking the train to your final destination.

There are 97 bus services that currently operate during the morning peak with the most heavily serviced corridors as follows:

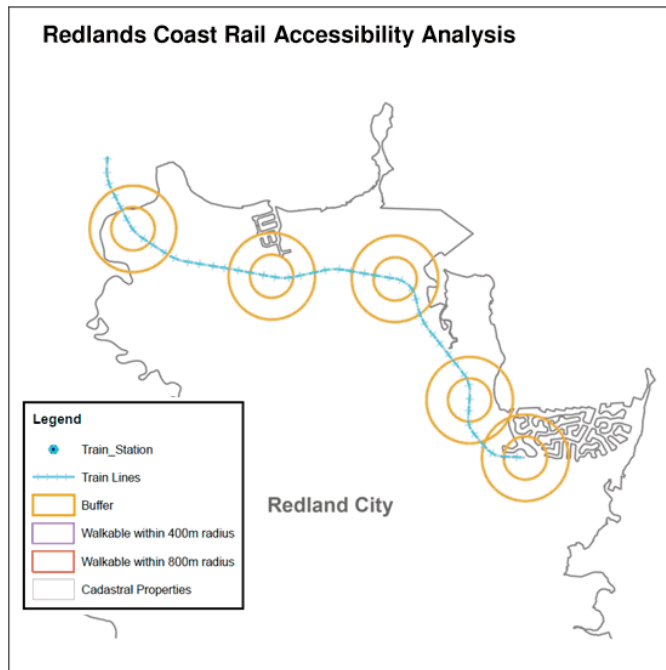
- Between Cleveland and Capalaba;
- Between Capalaba and Carindale;
- Between Birkdale, Wellington Point and Capalaba;
- From Redland Bay Marina to Victoria Point and from Victoria Point to Eight Mile Plains;
- From Redland Bay and Victoria Point to Capalaba; and
- From Redland Bay and Victoria Point to Cleveland.

While buses are able to cover a much larger proportion of the population, due to the dispersed nature of the urban settlement the frequency and efficiency of bus services is compromised. Buses also compete for road space with private and commercial vehicles because there are no dedicated bus lanes in the City. This leaves services susceptible to congestion and diminishes the perceived benefits of public transport due to poor travel time reliability and on-time running.



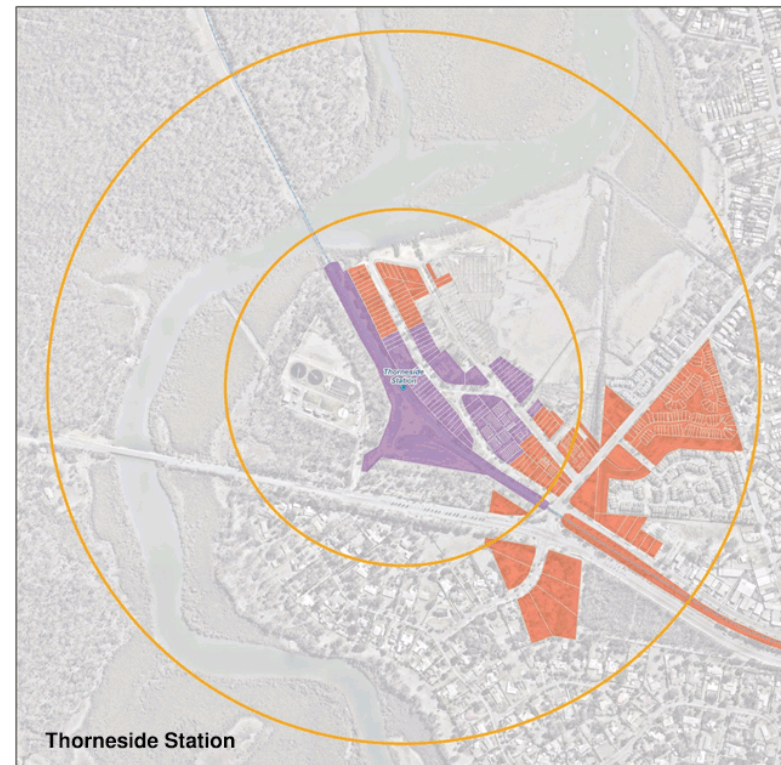
2.3.2.5 Rail Accessibility

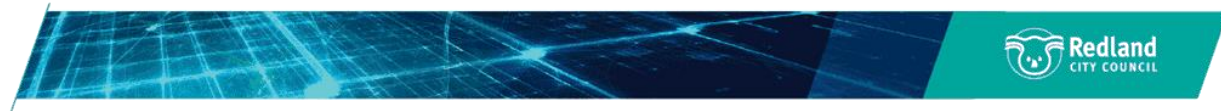
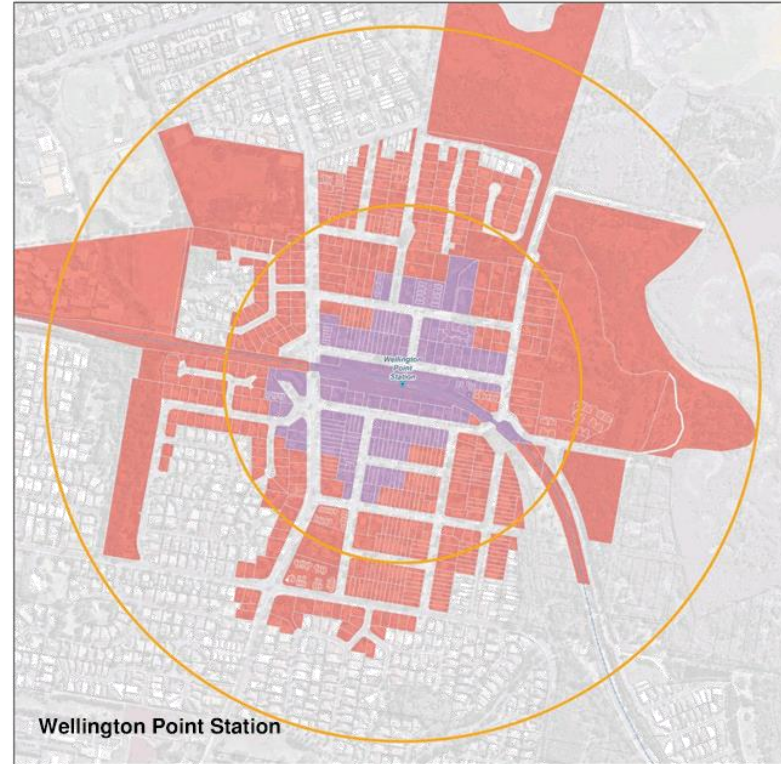
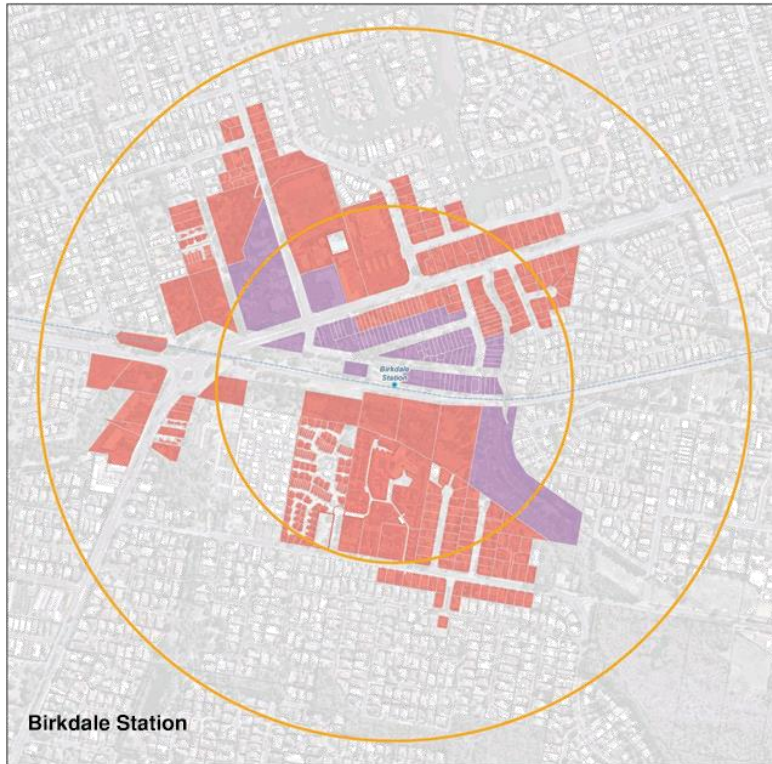
Accessibility to public transport service is essential to fostering high patronage. A key factor to accessibility is ensuring transport hubs are walkable by the surrounding neighbourhood. To determine accessibility, an analysis has been completed to determine the population within 800m – or a 10 minute walk – of the City’s rail stations.

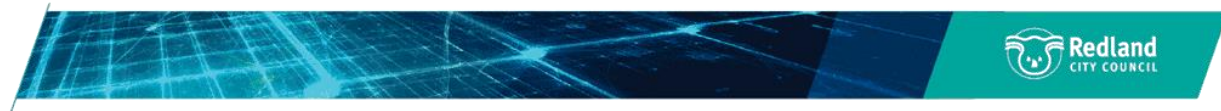
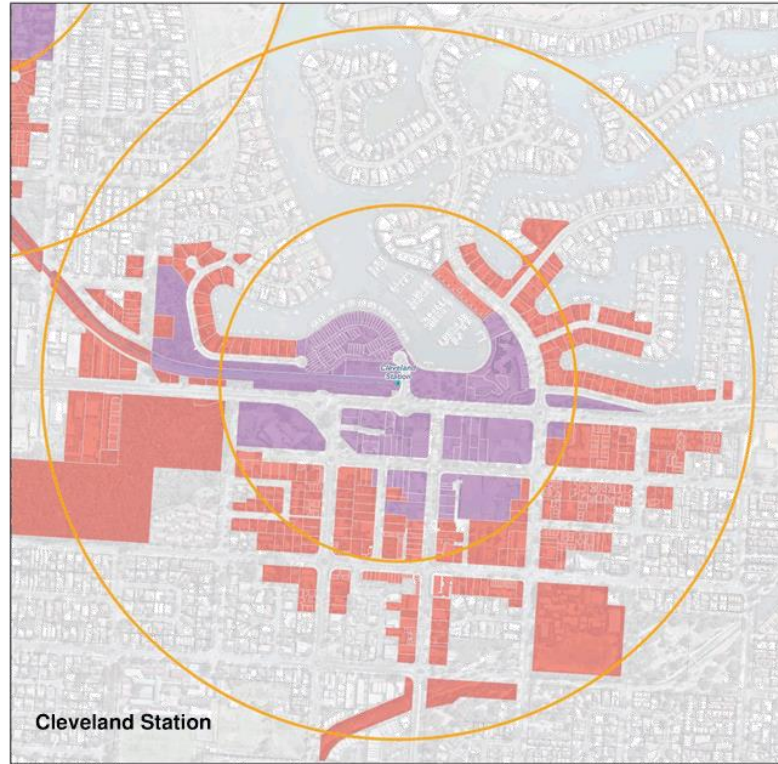
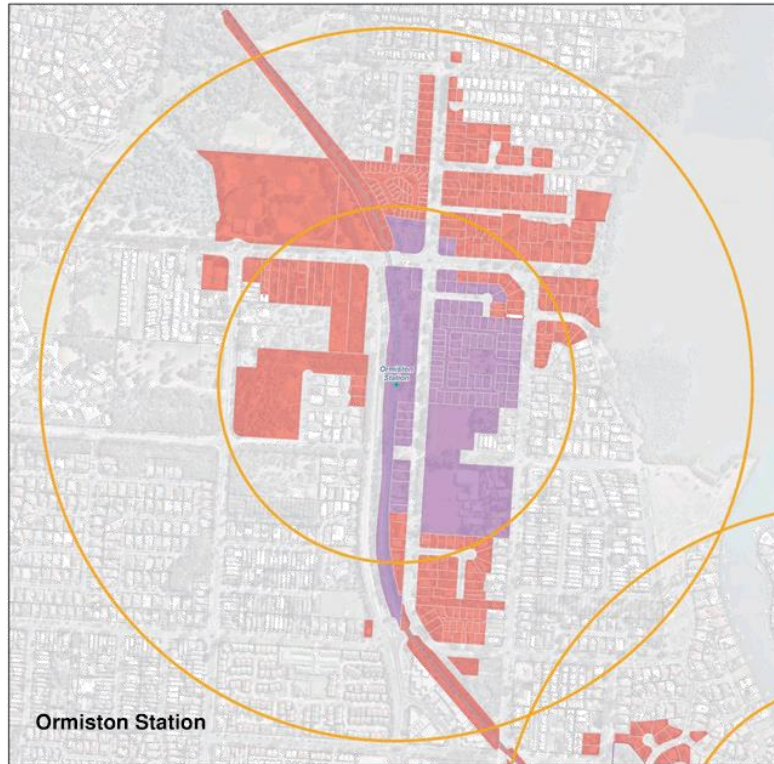


The analysis highlights that despite accounting for just over half of all public transport trips in the City, only 9% of the City’s residents are within 800m of a rail station. This is tempered further by a pedestrian walkability analysis that shows that only 3% of dwellings within the City are within a

practical 10 minute walk of a rail station due to the asymmetry of station accesses. With walkable access to rail covering such a small portion of the City, the passenger transport system is heavily reliant on bus travel, especially between Capalaba and the southern area of Victoria Point and Redland Bay, and between Cleveland and Capalaba.







2.3.2.6 Water transport

Moreton Bay provides the vital link between the islands and the mainland for both residents and tourists. Recreational access to the bay, in the form of boat ramps and jetties, is provided at several locations across the islands and the mainland. These facilities offer easy access to the bay while also providing parking for boat trailers. Given the natural beauty of our bay, these facilities are in high demand. Due to the large area of land required for manoeuvring and parking boats and trailers difficulty exists in co-locating boating infrastructure with open space foreshore areas. Redlands Coast foreshore is in high demand and it is important that measures are implemented that embrace co-location in a sustainable and high quality manner. Water transport also has a critical element as being the sole connection and accessibility between the mainland and islands. Redlands Coast is unique as it is the only local government area in South East Queensland to accommodate a significant population of island communities.

Access to the Redlands Coast Southern Islands (RCSI) is provided via the Redland Bay Marina (Weinam Creek Marina) from which both passenger and vehicle barges operate between the mainland and the islands. The passenger ferry is an integrated go card service, to which Council contributes to the integrated ticketing system. The vehicle and passenger ferry services are primarily patronised by RCSI residents.

Services to and from Coochiemudlo Island are mostly patronised by the island's residents, however Coochiemudlo Island is also popular with visitors and day trippers. Both the passenger ferry and the vehicle barge services depart the mainland at Victoria Point.

Services to and from North Stradbroke Island (NSI) are patronised by both residents and tourists. The passenger ferries and vehicle barge services are managed by private operators and there is no Go Card integration. All of these services depart the mainland from Toondah Harbour, Cleveland.

The marinas and harbours of the City are key transport nodes which facilitate the important link between the mainland and the islands, it is vital

that this infrastructure is, as a minimum, fit for purpose but future-proofed to accommodate future demand. It is paramount that both Council and the State Government continue to improve their facilities to meet the changing needs of water transport in the City and the bay, particularly as a result of the Economic Transition for NSI.

As water transport does not exist in isolation, integrated public transport connections and parking at these facilities are critical to their efficient operation and to meet the needs of residents and tourists.



2.3.2.7 Road transport

Road transport in the City hinges on a small number of strategic routes. There are three major east-west routes and two north-south routes, all of which are state controlled roads. Due to the high demand for trips outside of the City these three east-west links are heavily utilised. There is little network resilience when traffic incidents occur or during periods of congestion as the distance between the strategic routes deters drivers from seeking alternate routes. Congestion has historically been heaviest on the following routes:

- Moreton Bay Road close to the intersection with Redland Bay Road;
- Finucane Road between Cleveland and Capalaba;
- Cleveland Redland Bay Road between Cleveland and German Church Road; and
- Moreton Bay Road between Ney Road and Windemere Road.

The majority of the key routes to, from and within Redlands Coast are via the state controlled road network. In order to provide road users with a seamless and resilient road network that can accommodate present and projected growth, Council and the State Government need to garner a one network approach. This will include Council working with the State Government to assist in the prioritisation of network and corridor upgrades.

Although there are no heavy industrial areas or major regional freight routes in the City, two designated freight routes are currently available to carry approved Higher Mass Limit and Multi-Combination vehicles. These routes are located in the north connecting the Gateway Motorway with Toondah Harbour via Capalaba and the other in the south connecting Mt Cotton with the Pacific Highway. Beyond these specific routes, heavy vehicles travel on arterial roads with heavy vehicles making up less than 10% of vehicles on arterial routes throughout the City.

Parking

While the delicate balance of demand and provision of parking is an issue for consideration across all activity centres, within the Redlands Coast it is most critical at the City's gateways to the bay. Toondah Harbour, Redland Bay Marina and Victoria Point are the mainland ports providing ferry services to NSI, Coochiemudlo Island and RCSI, respectively. Many island residents keep a private vehicle at these marinas parking in Council operated off-street carparks. Demand for these facilities is high, with long waiting lists for secure, allocated parking at Redland Bay Marina.

The demand for Park 'n' Ride parking spaces across the City is also high at rail stations and at the Capalaba bus interchange.

The high demand for car parking at key transport hubs, popular recreational destination areas and Park 'n' Ride facilities reflects the current preference for private vehicles and indicates a lack of mode choice for the Redlands community, in particular the need to address transport services at the beginning ('first mile') and end ('last mile') of a journey.

Road Safety

In the five year period between 2012 and 2016, there were 973 vehicle crashes on Redlands roads. Those crashes resulted in 14 fatalities, 490 hospitalisations, 587 instances of persons receiving medical treatment, and 225 persons sustaining minor injuries. While many of these crashes occurred on the state controlled road network, a concerted effort to enhance the legibility of the entire road network and improve the safety of road user behaviour will be required.

2.3.2.8 Emerging technology

With the recent showcase of the Easy Mile autonomous bus, Council has shown a commitment to emerging transport technologies. As Electric Vehicles (EV) and Autonomous Vehicles (AV) grow in popularity, the City will require new infrastructure. A handful of EV charging stations have been installed on private property at Capalaba, Cleveland and Mt Cotton

along with shopping centres in Brisbane and the Gold Coast. Destination charging provides both conveniences for EV owners, while also prioritising parking spaces at activity centres for residents who choose a more sustainable transport option.

The internet of things (IOT) is a network of connected devices that can be used to measure, report and control transport assets. The IOT is the technology behind Intelligent Transport Systems (ITS). ITS technologies range from Bluetooth and induction detectors to automatic road enforcement and variable speed signs. Bluetooth detectors are currently installed along key road corridors and intersections throughout the City. This data allows Council to quantify how the road network is performing and also assist the development of works programs to upgrade transport infrastructure.

Ride hailing services, such as Uber, are creating a paradigm shift in personal transport and mobility. For the first time ever, a person's mobility can be controlled by their smart phone. In the coming years, this technology is likely to expand to include additional operators and other modes of transport in the shared economy. This concept called 'Mobility as a Service' (MaaS), envisions that residents would be able to use an app to travel from point to point, utilising different shared resources including bike shares, demand rapid transit, ride hailing and public transport. Benefits of the concept include a potential reduction in vehicle ownership due to the affordable and equitable accessibility of other transport modes.

2.3.2.9 Travel Demand Management

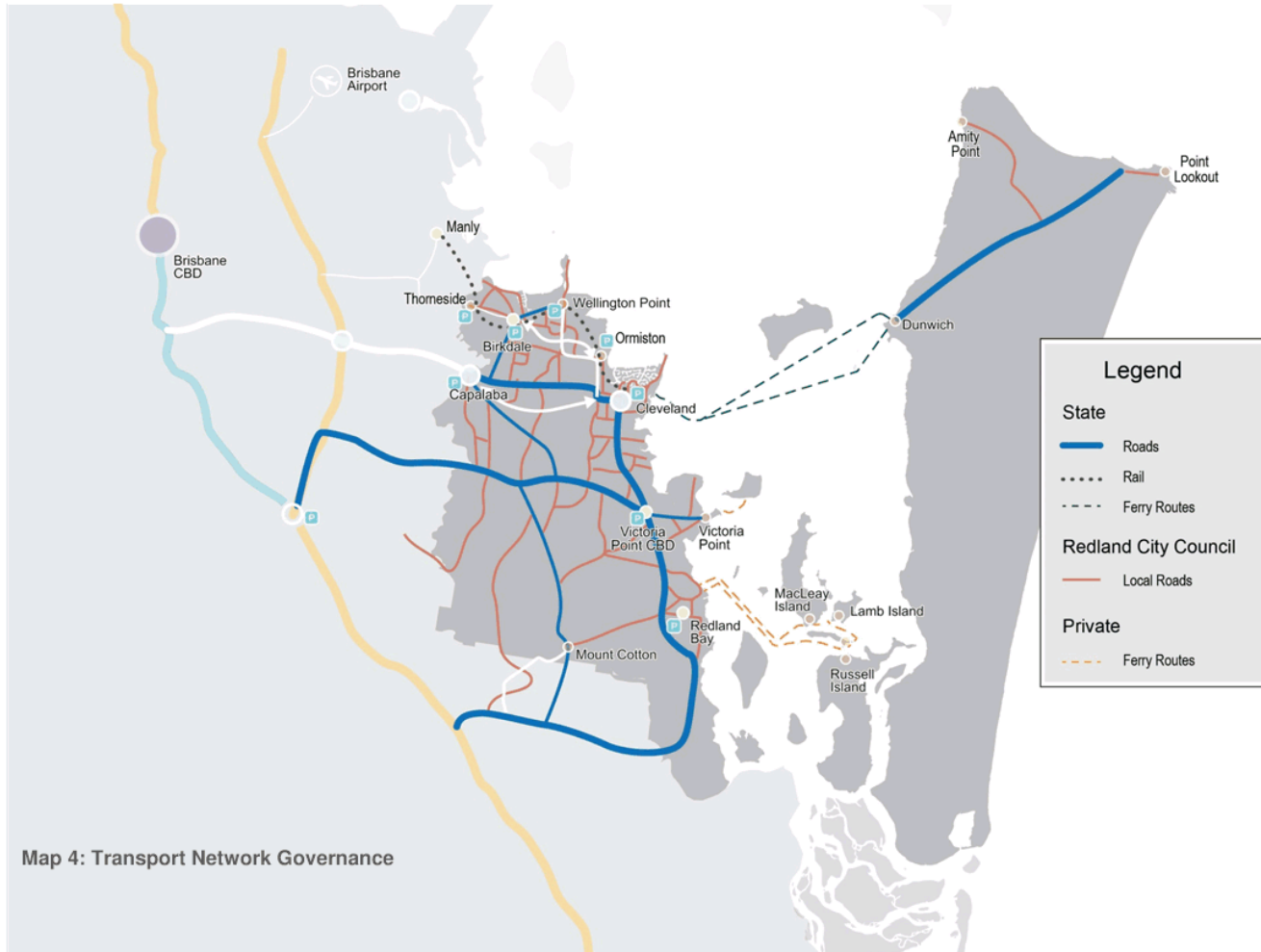
Travel Demand Management integrates transport and land use planning to minimise inordinate demand on the transport network. The premise for travel demand management is to achieve greater mode share in order to create a more diverse and resilient transport network. A holistic travel demand management policy outlines a mode share target and travel behaviour programs and initiatives to achieve the targets.

2.3.3 Who is responsible?

Redlands Coast has a comprehensive road network made up of major and minor roads and also connects the city with the two neighbouring local government areas, Brisbane and Logan. The majority of the key road network falls under the control of the Department of Transport and Main Roads (DTMR).

Public transport is also largely governed by TransLink, a division of DTMR, responsible for the operation of the majority of public transport in the City. While private operators run vehicle barges and tourist ferries, these operators are also governed by state legislation.

The governance of the transport network within the City and at its key gateways is shown below in the transport network governance map.

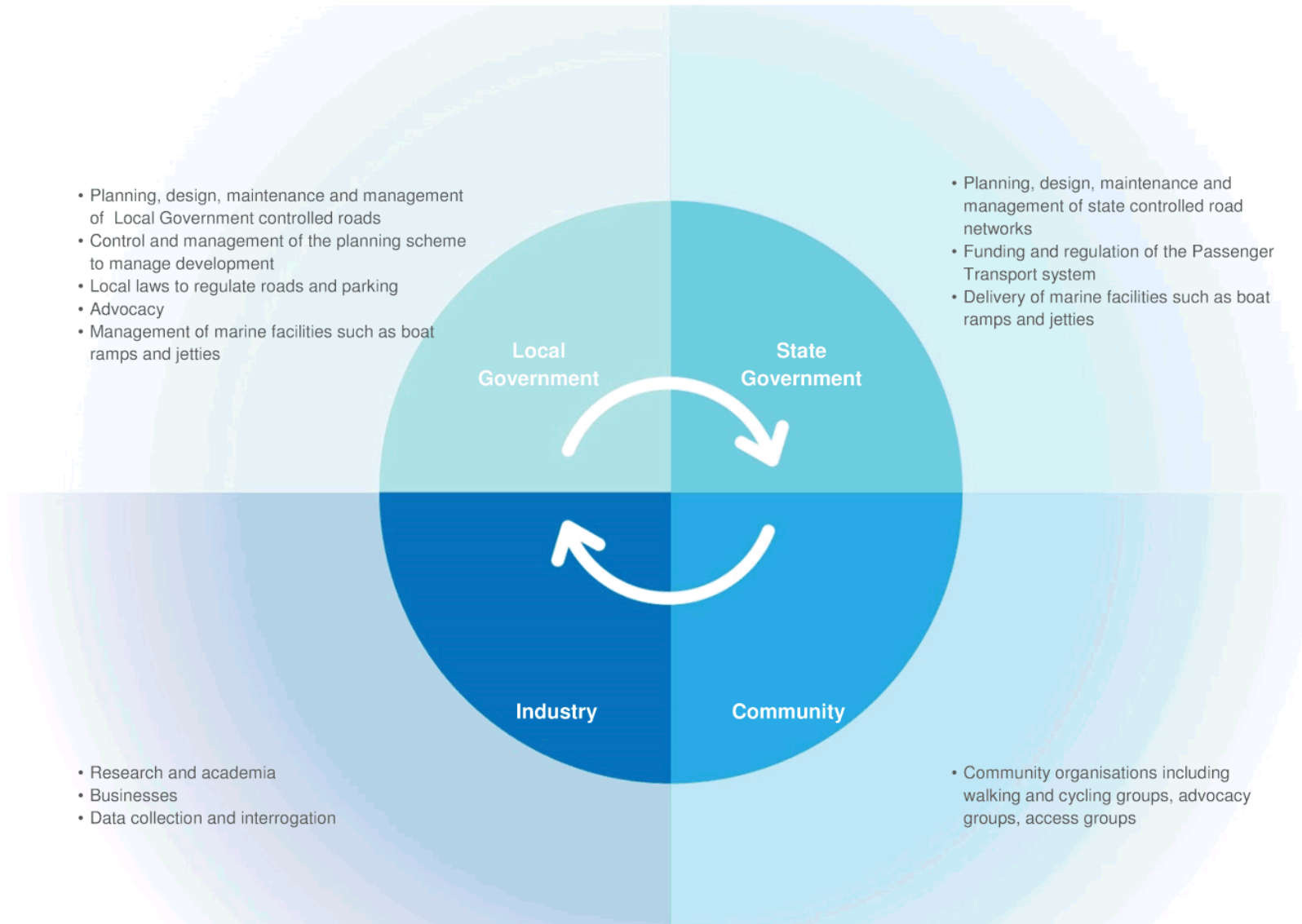


As the transport network reveals, there are several key links that are not managed by Council, which severely limits Council's ability to control this part of the network. Therefore Council's role in managing the state controlled network in Redlands is to work with DTMR to prioritise network improvements that will be the most beneficial to the whole transport network and community. Notably, it is imperative that upgrades to the state controlled network are coordinated to ensure the future functioning of the road network. To achieve a sustainable and resilient transport network these upgrades will occur in conjunction with improvements to the local road, active travel and public transport networks.



These factors highlight the partnership that must occur between Council and DTMR along with other parties including, but not limited to, Brisbane City Council, Logan City Council, RACQ and Bicycle Queensland to ensure efficient and effective transport operations within and around the City. A key function of the Redlands Coast Transport Strategy is to inform effective advocacy for safe, efficient and accessible transport options for the Redlands community.





2.4 Redlands of Tomorrow

2.4.1 What kind of city should Redlands be?

The Redlands Coast community wish to be known for the pristine waters and islands of Moreton Bay, our protected bushland areas, green spaces and parklands.

The Redlands Coast Transport Strategy (the Strategy) has been developed to align the provision of a sustainable and efficient transport network that supports a growing population.



Redlands Coast has an efficient, accessible and integrated transport system which sustainably facilitates the movement of people and goods within and beyond the city and the bay



2.4.2 How do we get there?

The Strategy provides a new strategic approach to meeting the future transport and development needs of the City and the Bay. Implementing the Strategy will require strong partnerships with government, industry and the community. This strategy outlines the overarching principles for Council to plan for urban growth and transport policy, services and infrastructure to reach our goal for a vibrant city, and a legacy of the beauty of our sensitive environmental areas and agricultural land.

The Strategy is a stand-alone document which is aligned with ShapingSEQ and the Draft South East Queensland Regional Transport Plan. The strategy equips Council with metrics and empirical analysis to advocate and support funding decisions made by local, state and federal governments for transport infrastructure and services.

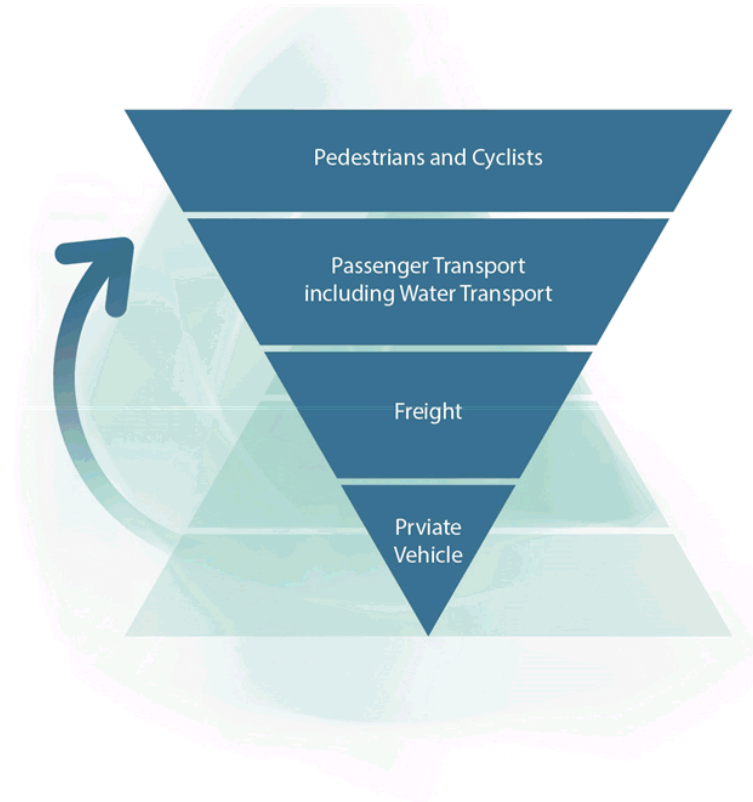
The Strategy seeks to achieve integrated transport and land use planning actions to realise the vision of creating a transport network that facilitates sustainable movement. It is essential that transport solutions provide communities with viable alternatives to the private motor vehicle to access services, employment and recreational opportunities. In this vein, the hierarchy of modes for planning and designing the Redlands transport system has been created. This hierarchy does not pre-empt the infrastructure investment in each mode as the cost of infrastructure for passenger transport, freight and private vehicle modes typically far outweighs that required for active transport modes. Rather, this hierarchy provides guidance on which mode should be considered first in planning and design. This approach allows for the consideration of people first and foremost, as all trips start and finish with some form of pedestrian activity. By designing for pedestrians, this will help make the transport system safe and accessible for everyone. This includes designing public transport facilities, car parks, streets and intersections with our most vulnerable road users in mind. The objectives and priorities outlined in this strategy have been developed to align with the hierarchy of modes.






A set of themes have been created to realise the vision of the Redlands Coast Transport Strategy, the themes are:

1. Integrated, Innovative and Sustainable Planning
2. Leadership, Governance and Decision Making
3. A Liveable, Active and Prosperous City
4. A Connected and Accessible City
5. Positive Education and Behaviour

Targets have been set for each theme to assist with the monitoring of the Strategy and ensure actions are measurable. The targets have been developed based on past trends in the City's journey to work data, and

extrapolated to align with the ambitions of this Strategy. The actions outlined within the implementation plan for the strategy will be undertaken to achieve these targets each year.



	Theme	Target
	Integrated, Innovative and Sustainable Planning	<ul style="list-style-type: none"> Increase population density and pedestrian connectivity of Activity Centres
	Leadership, Governance and Decision Making	<ul style="list-style-type: none"> Investigate alternative funding mechanisms to deliver transport projects
	A Liveable, Active and Prosperous City	<ul style="list-style-type: none"> Increase walkability access to key public transport nodes
	A Connected and Accessible City	<ul style="list-style-type: none"> Increase in walking and cycling for all trips
	Positive Education and Behaviour.	<ul style="list-style-type: none"> Implement successful travel behaviour change programs

Section 3 – The Strategy



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3 The Strategy

3.1 Integrated, Innovative and Sustainable Planning

Council aims to integrate land use and transport planning and adopt innovative solutions.

Objective 1a: Undertake integrated and innovative land use and transport planning coordinated across industry and government

The link between land use and the movement of people and goods is virtually inseparable. Therefore getting the planning right for future development and transport provision is absolutely critical and if done well, it has the ability to resolve transport issues and even prevent a transport issue from arising entirely.

Integrated and coordinated land use and transport planning has the potential to mitigate the need to undertake costly and reactive infrastructure solutions. This does not reduce the need to invest in infrastructure but it does mean more effective prioritisation that will benefit more of the Redlands community.

With the ownership and responsibility of transport infrastructure in Redlands spread across two tiers of government (State and Local) and the provision of some services also involving a number of private sector organisations, land use and coordinated transport planning with all stakeholders is required.

Council's recognises that a coordinated approach to transport planning is contingent on strong partnerships. To achieve this, new approaches and fresh thinking to solve both existing and emerging problems is paramount, drawing on the knowledge and experience of all stakeholders to adopt and implement innovation.

Objective 1b: Adopt technology, innovative thinking and alternative solutions tailored to the Redlands context

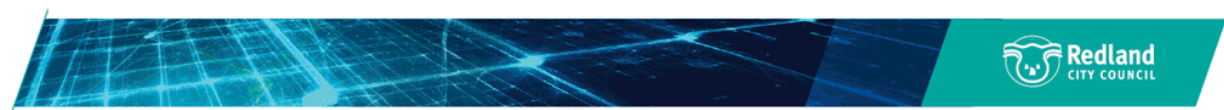
Technology has been evolving at a rapid pace and is expected to continue. This is directly affecting how transport is viewed conceptually, how people and goods move around, and what people expect functionally. The ability to recognise, understand and appropriately respond to change is an important consideration for future transport. In an age of increasingly rapid changes and uncertainty, the most prudent approach is to move forward incrementally, adopting technology and solutions that are scalable for the Redlands.

Objective 1c: Prioritise integrated planning outcomes which provide positive environmental, social and economic benefits for future generations

The development pattern of a City is vital in connecting communities and has a fundamental impact on how people travel. Transport factors such as public transport provision and service quality; road network efficiency; active transport infrastructure provision and amenity; parking supply; and travel demand management policies; heavily influence not only where people choose to live but also where businesses locate. The integration of planning outcomes therefore is critical to implement a sustainable transport network that improves our quality of life and that of our children.

Increasing the walkability and cycle-ability of the City's employment and residential areas, and reducing the need for people to travel by car, can significantly improve the efficiency and sustainability of the City.

For Redlands, this means prioritising development in urban areas, creating communities that are well connected to high quality public transport systems and reducing encroachment into greenfield areas. This also means strengthening the hierarchy of activity centres within the region and adopting planning provisions that encourage development of these centres to advocate for focused sustainable transport investment.



The development of local area transport plans for the City’s principal, major and specialist activity centres along with the key transport nodes will enable Council to coordinate both local and state government funding along with private investments in walking, cycling, public transport, parking, freight and road networks.

3.2 Leadership, Governance and Decision Making

Council aims to advocate effectively for the implementation of projects that achieve the vision of the Redlands transport system.

Objective 2a: Advocate on behalf of the community to deliver transport solutions

One of the key purposes of the Strategy is to provide an advocacy tool for Council to help achieve their transport vision.

This Strategy provides an overarching set of themes and actions to not only prioritise investment, but also the efforts in research, partnerships, conversations and engagement to make transport system policy, infrastructure and operational decisions to shape and achieve the transport vision.

Council will continue partnerships and ongoing communications with all levels of key transport system stakeholders, particularly DTMR.

Objective 2b: Fund the delivery and implementation of the Redlands Coast Transport Strategy and support new and/or alternative funding and delivery mechanisms

The role of the Redlands Coast Transport Strategy is to guide transport planning, policy and investment in the transport network by Council and other key stakeholders, particularly the State Government.

In order to maximise funding, a multitude of available funding mechanisms need to be considered, including the following:

- RCC Capital & Operational funding;
- Local government special purpose levies;
- Developer funding including infrastructure charges;
- User pays schemes including paid parking and passenger transport fares;
- Private sector investments and business partnership;
- Commercial trade on transport related land; and
- State/Federal Government contributions.

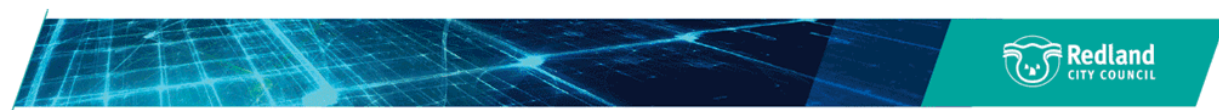
Council plans to achieve the transport vision, as outlined in this Strategy, through the prioritisation of Council funding and the maximisation of external funding through the most appropriate mechanisms.

Objective 2c: Improve collaboration and strengthen partnerships between community, business and governments

By embracing community and private industry innovations and alternative solutions in relation to transport such as map development, freight delivery, ride-sharing and route-planning, Council can provide the community with a more seamless and coherent transport system. Council will need to be flexible and collaborative to enable the integration of such systems to improve the outcome for the end user of the transport system, our community.

Council will work with businesses to collaborate with the community and business to both reduce their impact on the road system and the road systems impact on their business. Consideration will be given to the planning of the locations of industry types, delivery typing and infrastructure to support heavy vehicles where required.

Council will work with industry and consider using Public-Private Partnerships (PPP’s) and Market Lead Proposals (MLPs) to fund priority infrastructure and service projects within the Redlands transport system.



Objective 2d: Develop and maintain a strong culture of genuine, innovative and representative engagement

Engagement activities undertaken to inform transport policy, investment and project decisions will need to be truly equitable to ensure that the plan achieves the transport solutions for the Redlands community.

New engagement tools that are capable of reaching a wider range of the community and improving the level of engagement on key transport related issues, planning and projects will be supported. This includes the establishment of relevant community groups to provide feedback to Council and to assist in advocacy roles.

Objective 2e: Promote and apply best practice to deliver outcomes which best serve the Redlands

Council is committed to exploring new opportunities and developing new techniques in the planning, implementation and monitoring of the transport network and its integration with land use planning.

Council will continue to strive for the best transport outcomes for the community, and seek out opportunities to partner with leaders in transport related fields such as, universities, research agencies, innovators and action groups.

Objective 2f: Improve knowledge and evidence base to support decision making, advocacy and outcomes of initiatives

With the evolution of technologies there are continual improvements on the amount of data that can be collected, the ways it is collected and how it can be analysed. The ongoing collection of data enables Council to understand how people travel to, from and within the City. This is vital when engaging with the community and it also affects Council's ability to advocate on its behalf.

Council will continue to seek opportunities to improve the efficiency of data collection and the ways in which it is interrogated. This will be essential in the evaluation of any trials of new technology or systems within the City.

The collection of relevant data is critical to the understanding of the transport system, its evolution and the effectiveness of mitigation measures. It is also able to play a key role in informing the community of their impact on the environment and assisting them to plan journeys and select travel options that are more sustainable.

3.3 A Liveable, Active and Prosperous City

Land use and transport network outcomes encourage economic prosperity and sustainable connectivity with centres and natural assets.

Objective 3a: Improve access to, and connectivity between, key natural assets for residents and visitors

Redlands Coast is fortunate to be in a subtropical environment with an abundance of diverse natural assets ranging from our coastline, bay and islands to our bushland. It is important that the transport system not only provides access to but also leverages benefits from these key natural assets.

Recreational routes along the coastline and within our parklands will be a focus of planning for the active transport network. Encouraging recreational use of active transport is a key step for people to increase their active transport trips as they begin to reap the lifestyle rewards it has to offer.

Sustainable modes of transport will be given priority in efforts to improve connectivity for residents and visitors at key natural attractors. A network of recreational routes can provide connectivity between key natural assets for pedestrians and cyclists. Improved access to public transport at major attractors, such as our marinas, will be prioritised to reduce the demand for large expanses of parking at the doorsteps to our key natural assets.

Objective 3b: Support the development of high quality built environments which encourage active transport use

Redlands has the opportunity to shape the way that the forecast population growth is distributed within our boundaries. By allowing for and encouraging consolidation ('infill') growth in urban areas where we can encourage the use of sustainable modes of transport. Through

encouraging increases in densities in major centres and transport nodes, we can increase the quality of the built environment and improve the connectivity of the active transport network.

A method to improving active transport participation rates in the City is supporting increases in density where built environment allows for a safe, accessible and attractive walking environment. As only 3% of the Redlands population is located within an 800m walking distance of an existing rail station, densification around these transport nodes along with improvements to the built environment to promote active transport use will assist Council in reaching a more balanced public transport mode share.

Development opportunities within existing centres will be critical to minimising urban sprawl. The City Plan will allow for the densification of our urban areas to make the most of our built environment and increase the uptake of sustainable modes of transport. Council will work with the State Government to maximise density around key transport nodes, such as rail stations, and to increase accessibility in order to justify network and service improvements and to support the ultimate duplication of the Cleveland rail line. Through urban design and infrastructure solutions the design of the public realm can prioritise the movement of people by active and public transport.

Objective 3c: Support new and existing economic activity and tourism opportunities within Redlands

The key natural assets of Redlands Coast include the foreshore, the bay and the islands. These natural assets have the potential to significantly boost tourism and related employment, particularly as the North Stradbroke Island Economic Transition Strategy is implemented over the coming years. Access to and from the islands is currently consolidated to Cleveland's Toondah Harbour and Redland Bay's Weinam Creek. These two gateways are critical components of the transport system and the provision for continued improvements to accessibility, amenity and

infrastructure at these locations will be a component of the delivery of the Redlands transport vision.

Council will work with the State Government to prioritise investment in boating infrastructure at Weinam Creek, Toondah Harbour and Victoria Point to support water based transport to and from the islands. Council will also contribute to ensuring that on-island infrastructure is appropriate and able to accommodate any changes due to State Government investment.

Objective 3d: Improve transport network resilience and ease of adaptation to changing circumstances

The transport system needs to be resilient to adapt to changes of all varieties. A resilient network is able to accommodate demands during critical planned and unplanned events as well as broader travel patterns such as workforce changes and population growth. The broader travel patterns can be changes to settlement patterns, lifestyles or the ever-evolving world of technology.

In providing a transport system for the community, Council will work with other relevant transport agencies to provide resilience in our transport network. The best means to achieving this is not always building additional infrastructure. Through the development of a framework for smart cities and digital connectivity, Council will make a concerted effort to implement smart solutions to optimise the use of existing infrastructure and network provisions when changes occur in the demand for use of our networks and systems.

3.4 A Connected and Accessible City

Council aims to encourage safe, sustainable and equitable movement throughout the region.

Objective 4a: Improve intra and inter-regional connectivity, including for sustainable transport modes

With over 50% of full-time employed residents travelling to Brisbane for work and less than 15% of those travelling by public transport, there is opportunity to increase the uptake of existing public transport, whether this be through traditional public transport modes or the use of emerging service methods or technologies.

Major infrastructure projects such as the Brisbane Metro and Cross River Rail provide an opportunity to complete large scale reviews of the passenger transport network servicing the Redlands. The delivery of Cross River Rail has the potential to benefit Redlands with higher frequency services, improved seating capacity, better connectivity between Brisbane and Redlands Coast Islands and a more integrated public transport network.

Prioritisation for improvements to public transport services and infrastructure is informed by evidence-based decision making. To achieve an increase in the use of public transport, walking and cycling for all trips, Council needs to develop evidence-based planning to effectively plan and also advocate for infrastructure projects.

This includes collating and analysing data to build a business case to advocate with the State Government for investment in priority public transport projects. In the short term, the priority projects include:


- Public transport priority options and service delivery from Capalaba to Redland Bay to service new development

- Bus priority measures from the Eastern Busway to Capalaba on Old Cleveland Road to meet short and long term high frequency bus connections
- Cleveland rail line duplication
- Increased accessibility to the rail stations through additional Park 'n' Ride facilities and connecting public transport services
- Equitable fares to increase the attractiveness of rail as a viable alternative to the private vehicle for journey to work trips

The road user experiences the road network as one complete network and it is Council's responsibility to act on behalf of its community to ensure that this network is seamless despite the agency in control of the infrastructure. Council will continue to liaise with surrounding road authorities including Brisbane City Council, Logan City Council and DTMR to improve connectivity for our residents.

Key priorities include the following:

- Advocating for commitment from DTMR to upgrade Boundary Road and Mt Cotton Road
- Advocating for commitment from DTMR to upgrade Cleveland Redland Bay Road
- Advocating for commitment from DTMR to upgrade intersections and improve vehicle movement through Capalaba
- Advocating for commitment from DTMR to plan and manage the vehicle movement on Finucane Road

 **Objective 4b: Advocate for high quality, appealing and integrated public transport to benefit the Redlands community**

Public transport utilisation overall within Redlands is at unsustainably low levels. To increase public transport mode share, a concerted effort is required to advocate for improved public transport provision by the State

Government and to encourage the community to increase their public transport utilisation through both land use planning and behaviour change.

The current low utilisation of public transport is indicative that the current services do not meet the needs of residents, workers or visitors. Low public transport patronage places increased pressure on the road network due to greater reliance on the private vehicle for trips for all purposes.

Improving the utilisation of the public transport network is a priority for Council. The development of detailed evidence-based planning for priority projects will enable Council to advocate more effectively for the provision of fit for purpose passenger transport solutions to meet the demands for the Redlands community. Collaboration is also required with neighbouring local governments and the State Government to address inter-connectivity of the transport network, particularly the corridors between Brisbane Metropolitan area and Redlands, as well as Redlands and Logan.

Currently, Redlands travellers are generally charged more per distance than travellers in Brisbane. The current boundary between TransLink's travel zone 2 and 3 dissects the City and trips between Redlands and Brisbane become disproportionately expensive.

For example, on the Cleveland rail line for an adult trip during peak periods, a trip from Wellington Point Station to the Brisbane CBD attracts a fare of \$3.96, while a trip from Ormiston Station to the Brisbane CBD attracts a fare of \$6.05. Despite the fact that the distance between the two stations is under 4km and the travel time from Ormiston is only 4 minutes longer than the 56 minute trip from Wellington Point (7% difference), the increase in the fare is 53%. If a commuter was to travel for 48 weeks of the year twice each weekday, this would be a difference of over \$1,000.

This significant variance in fares is resulting in residents opting to use private travel for a longer portion of their journey to travel to a passenger transport facility within zone 2 or for their entire journey. Council supports a more equitable distance-based pricing system.



Objective 4c: Improve safety and access to transport hubs and key community services for all ages, abilities and incomes

The accessibility of public transport plays a critical role in the uptake of its use. However, providing high quality and safe community access to public transport is a challenge in Redlands due to the dispersed nature of the region and the added locational complexity of the islands. While increased public transport on RCSI has been trialled in the past, the accessibility for different user groups needs further consideration. Often the time of day of the services is restricted resulting in users having little confidence that the service will be suitable for them should they require flexibility in their travel due to changes to work hours or appointment times.

The integration of services, through seamless multi-trip journeys and reduced wait times at transport hubs has the potential to improve safety for all users by reducing the time customers spend idle.

Traditional public transport modes have limited ability to accommodate equitable public transport that is accessible for all users. Therefore, alternative service methods for passenger transport will be a key consideration for Council to achieve an effective and viable public transport network.

Similarly, Council will also advocate for the provision of alternative service delivery models to connect development in the Southern Redland Bay and RCSI to the public transport network. These service delivery models include ride sharing and demand responsive transit for short trips and 'first mile-last mile' connections to mass transit.



Objective 4d: Develop a network of complete, integrated and appealing active transport networks with supporting facilities

Active transport and the provision for pedestrians is the jewel in the crown of any transport system. In achieving our transport vision, walking and cycling has a critical role in the safe and sustainable movement of people

within the City. Our current mode share provides significant potential for growth and efforts will be targeted at increasing the mode share for walking and cycling for all trips.

Walking is the most sustainable form of transport and the form in which humans are most connected to their natural surroundings. Cycling allows people to be connected and experience the community in similar ways to walking, while covering more ground. Both walking and cycling provide direct health and wellbeing benefits to the community, which is important for our society given the increasing rate of obesity across all age groups. The provision of a complete, safe, convenient and connected network that caters for both pedestrians and cyclists off-road, shared and on-road allows for more than just an alternative transport mode.

Centres and neighbourhoods that are planned to enable more walking and cycling to and from shops, schools, employment and services are also more socially connected and economically vibrant. A network of pathways that accommodates all users is fundamental to creating an inclusive sustainable community.

A key action to deliver a high quality active transport network is to undertake planning to prioritise and guide investment in improvements to the amenity, comfort, safety and legibility of the pedestrian and cycling environment. This will include considering pedestrian paths, shared pathways, on-road cycleways, separated cycleways and off-road training facilities for cyclists.

Network upgrades also includes advocating to State Government and utilising available grant funding for delivery of key links on the Principal Cycle Network. To prioritise key routes a collaborative approach will be adopted to work with the community and other transport agencies to ensure we achieve:

- The benefits of targeted spending on planning, design and construction of capital works projects to improve the pedestrian and cycling network;
- Accessibility for all people of all ages and all mobility levels;
- The economic benefits to activity centres that improved active transport provides;
 - The improved safety outcomes for the City in reduced vehicle trips and reduced vehicle speeds in urban areas as a result of increased active transport; and
 - The improved health, wellbeing and lifestyle outcomes for community members that engage in active transport for even some of their daily trips.

Council will prioritise active transport connectivity to activity centres, public transport hubs, as well as links that take advantage of our key natural assets along the bay and on our islands to encourage the community to take up active travel and enjoy a healthy active lifestyle.

Objective 4e: Improve access and movement options to, from and on the islands to meet the needs of residents, visitors and businesses

The detached nature of islands such as RCSI, Coochiemudlo Island and NSI add complexity to transport planning across the Redlands region. The Redlands community is fortunate that our coast provides such diverse and environmentally significant attractions, from which residents, businesses and tourists can benefit. The provision of sustainable, accessible and equitable transport options are key to protecting the ecological diversity and the lifestyle options that these islands afford.

The North Stradbroke Island Economic Transition will see major changes in the demand for transport with consideration to be given to the provision for an integrated passenger transport solution to, from and on the island. Improvements to public transport for tourists and residents will assist in alleviating the parking pressures already occurring at the ferry terminals.

A collaborative approach with the Quandamooka Yoolooburrabee Aboriginal Corporation, Straddie Chamber of Commerce, the tourism industry and the State Government is needed to provide fit for purpose, equitable and integrated transport solutions for access to NSI that align with the Economic Transition Strategy. This includes the investigation of direct connections between NSI and the Brisbane CBD.

The integration of ticketing systems such as between buses and trains results in a passenger transport system that is more convenient, legible and easy to use. At present, however, there is no passenger transport ticketing integration between NSI and the mainland. This has implications for the convenience and efficiency of the transport system as well as the overall visitor experience of the island. Council supports the integration of all passenger transport services throughout the Redlands to improve the seamlessness of passenger transport systems.

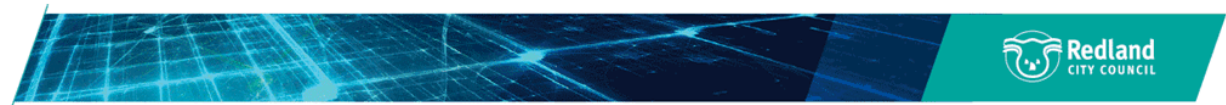
Addressing first and last mile services for island travel will also decrease the need for island residents to use private vehicles. This includes cost-effective passenger transport services through collaboration with the State Government as service providers or industry as partners and could potentially include Demand Responsive Transit (DRT).

Objective 4f: Increase the safety and efficiency of existing and planned road space in light of the desired strategic function, surrounding environment and community need

Every year, close to 200 crashes occur within the Redlands, many of which result in death or serious injuries.

In order to reduce the impact of crashes on the community, the frequency and severity of crashes needs to be actively monitored and reduced.

To address road safety, the road network needs to become more legible in its design, improving the safety of all road users at all levels of the road hierarchy. As Redlands' road network is comprised of a combination of



state and local government controlled roads, Council will work collaboratively with other road authorities to achieve a safer road environment for all users.

All levels of government are responsible in making roads safer to reduce this significant impact on the community. The Safe System Framework guides road safety policy across all Australian jurisdictions. The basic premise of the Safe System approach is that road fatalities and serious injuries are unacceptable and that the road system should be designed to expect and accommodate human error. The principles of the Safe System are:

- People make mistakes.
- People are fragile.
- The road transport system needs to be forgiving.

In adopting the Safe System approach to road safety, the Queensland Government in their Road Safety Strategy has introduced an ambitious vision for the future of zero road deaths and serious injuries.

Council is committed to working with other road agencies to capture key data and make informed decisions with regard to road safety, to act as a road safety advocate and to influence and assist planning and implementation of inter-agency road safety strategies.

Objective 4g: Car parking supports land use intents and is complimented by sustainable transport

Reliance on the private vehicle has seen the demand and expectation for convenient car parking grow not only in key activity centres, retail centres and tourist destinations but also in residential areas and public transport hubs.

The effective management of parking across the region will be critical to balancing the lifestyle of residents with a growing population and increasing environmental challenges. Fair and equitable access to activity

centres, public transport hubs and tourism attractors requires balancing controlled parking supply with the provision of convenient access by public and active transport modes. Oversupply of free, unrestricted and easily accessible car parking at these locations makes it difficult to encourage people to utilise alternate transport modes.

Objective 4h: Support alternative transport service models and options to meet the needs of the Redlands

Over the next 20 years, technological advances have the potential to lead to powerful changes to global and national transport systems. This includes, but is not limited to, technological innovations such as robotics and the impact on autonomous vehicles; battery and non-hydrocarbon energy sources for many transport modes; and real-time and open source data relating to roads and public transport. These innovations could be the next steps along for ride-share and MaaS providers. With the unique transport challenges associated with the delivery of services to, from and on the bay islands, these technological advances have the potential to increase transport accessibility for the Redlands community.

Council has an opportunity to benefit from these technological advances which may improve safety, sustainability, equity and productivity. Council will seek to encourage and enable the trialling and evaluation of new transport service models or systems to deliver an efficient, accessible and integrated transport system. This includes partnering with all levels of government, national and international research agencies, innovators, universities, action groups and thought leaders.

3.5 Positive Education and Behaviour

The community makes wise travel decisions based on sustainability, cost, accessibility and amenity.

Objective 5a: Support and facilitate the dissemination of clear, relevant and useful travel information

The dissemination of information that relates to resident's sustainable travel options will assist them in choosing to use sustainable methods of transport over other, less sustainable travel options. The use of existing transport data such as Bluetooth detectors at major intersections could allow residents access to reliable travel time information which may improve the attractiveness of public transport trips for certain journeys at peak periods. This, in conjunction with the dissemination of real time information at stops and stations and improved journey planning apps to improve journey legibility, will provide public transport customers with greater confidence in these options.

Council will collaborate with transport agencies to best deliver relevant information to the community to assist them in making informed choices about their travel. The provision of reliable data will allow flexible decision making to challenge the ingrained travel behaviour habits of using private vehicles. Council will work with agencies to make best use of existing transport related data and new data sources that are not currently collected.

Objective 5b: Increase awareness of travel options and impacts of travel choices

Council will collaborate with the State Government, advocacy groups and the community to enhance awareness of their different travel options. This includes the development of travel behaviour programs as well as working

with schools to inform students of their travel choices and the impact that these have on their natural environment.

Objective 5c: Increase travel behaviour change initiatives

In order to achieve the vision for a sustainable transport system and the targets for public and active transport, Council will need to work with the community to challenge our current travel behaviour decisions. People make travel mode decisions based on convenience, reliability, travel time, comfort, amenity, legibility, safety and cost. Reducing dependency on private vehicles requires a range of factors to be considered including education and awareness, service changes or improvements, infrastructure provision and disincentives to current behaviour such as cost and/or travel time implications.

Council will collaborate with relevant bodies including the State Government, research institutions, service providers and community-run organisations to promote and achieve greater sustainability in travel modes.

Travel behaviour programs such as Active School Travel and Workplace Travel require significant collaboration to ensure the concentration of resources results in visible outcomes for participating schools and workplaces. The Active School Travel program will include teaching children the impacts of different travel choices, teaching children safe travel behaviour and skills to walk, scoot or ride to school and expand these behaviours to other trips with their families.

Community-run organisations such as walking and cycling advocacy groups will be a key voice in the encouragement for behaviour change with a focus on the benefits of the healthy and active lifestyle of walking and cycling.

Objective 5d: Reduce the need for private vehicle use

Council's goal to reduce private vehicle travel will be realised through the integrated land use planning to encourage greater self-containment and densification of urban areas, along with embracing emerging technologies which provide for changes to the transport system such as MaaS.

3.6 Way Forward

The vision of the Redlands Transport Strategy will be achieved through the implementation, monitoring and review of defined priorities. This will be completed by creating annual implementation plans that outline which actions/projects will be undertaken in a particular year and how they align with the objectives in the Redlands Coast Transport Strategy.

The plan is a dynamic document that evolves as actions are completed and circumstances affecting the Redlands change. As such, the plan will be reviewed annually to highlight Council's current advocacy and project priorities.

3.6.1 Advocacy Priorities

Advocacy priorities have been defined as the regionally significant projects that will undoubtedly provide a benefit to not only Redlands Coast but neighbouring local government areas.

Advocacy Priority	Desired Outcome
Cleveland Rail Duplication	Duplicating the single line from Manly to Cleveland and ancillary upgrades to stations.
Eastern Busway	Extending the Eastern Busway to Capalaba will provide an effective and sustainable transport option for commuters.

Capalaba road network upgrade	Working with the State Government to plan and upgrade the state-controlled road network including intersection in Capalaba.
High frequency public transport	Provision of a high frequency public transport corridors in Redlands Coast, servicing key transport nodes and centres.
Public transport on Redlands Coast Southern Islands	A public transport service is provided on the Redlands Coast Islands offering a viable transport mode choice to the local community.

3.6.2 Council Priorities

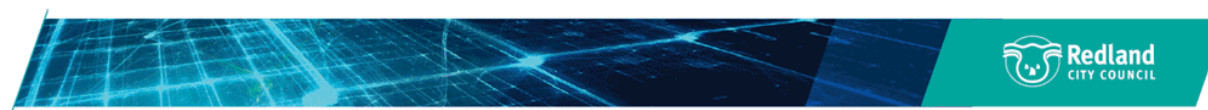
The defined priorities for Council led initiatives are the projects where Council will develop and implement. These projects are primarily focussed at creating a sustainable and efficient transport network within Redlands Coast.

3.6.2.1 Local Area Transport Plans

Local area transport plans (LATPs) are specific projects that will address transport issues across Redlands Coast. The development of a LATP will include centres, schools, transport hubs and corridors and seeks to clearly define the desired transport outcomes in relation to movement, accessibility and connectivity. These outcomes will be considered in the context of network pressures such as population growth, mode share and infrastructure requirements.

3.6.2.2 Travel Behaviour

Council has the opportunity to influence sustainable travel by residents and visitors. As Redlands Coast grows there is an opportunity to implement behaviour change to reduce the dependency on private vehicles and increase the number of trips completed by walking, cycling, public transport or ride share. The benefits of more diverse travel



behaviours includes increased mobility and accessibility, reduced congestion, a more healthy and active community and neighbourhoods designed for people.

Council seeks to create greater awareness and bring about travel behaviour change through specific initiatives aimed at the community, workplaces, schools and events.

3.6.2.3 Active Travel

Many people walk or cycle on a daily basis to local destinations or schools or their workplace. Most public transport trips start and finish by walking. Considering the pressures of urban development and increased road congestion the benefits of walking and cycling to Redlands Coast are enormous.

Planning for a healthy and connected city that is designed for active travel modes extends the benefits to the whole community. The principles that will guide active travel in Redlands Coast are broadly defined as:

- Reduce reliance on private vehicles and encourage active travel modes
- Provide connections and ease of movement between centres, corridors and neighbourhoods.
- Develop and maintain an active travel network that is a viable transport choice for the residents and visitors.

3.6.2.4 Way Finding

Way finding is an ability to orient oneself based on cues from the physical environment. The travel experience for both residents and visitors can be strengthened through efficiently located information in the physical environment. Principles of wayfinding design include:

- Creating a unique identify
- Create regions of differing visual character
- Use lights to show what is ahead

- Provide clear and concise navigation options
- Use landmarks and memorable point to orientate

Effective wayfinding benefits a community's historical and future significance. The right balance of wayfinding features makes travel easier and more interesting for residents and visitors and can ultimately influence potential economic activities through increased visitation.

3.6.3 Maximising investment opportunities

Securing funding for projects is becoming increasingly competitive and it is important that any avenues and opportunities to secure funding or investment are investigated. Maximising the opportunities to secure investment compliments the ongoing planning and delivery of critical projects and ensure Redlands Coast is able to achieve high quality transport networks that benefit the community.



13.5 EDUCATION AND TRAINING INDUSTRY SECTOR PLAN 2018-2023

Objective Reference:**Authorising Officer:** Louise Rusan, General Manager Community & Customer Services**Responsible Officer:** Kim Kerwin, Group Manager Economic Sustainability & Major Projects**Report Author:** Noreen Orticio, Research Economist
Bruce Redpath, Principal Advisor Strategic Economic Development**Attachments:**
1. Education and Training Industry Sector Plan 2018-2023  
2. Education and Training Industry Consultant's Report  **PURPOSE**

The purpose of this report is to seek the endorsement of Council for the Education and Training Industry Sector Plan 2018-2023 including timeframes, accountabilities and resourcing requirements for deliverables (Attachment 1). The plan is one of the key documents supporting the delivery of Council's Economic Development Framework 2014-2041.

BACKGROUND

Council in 2015 resolved to endorse the Redland City Economic Development Framework (EDF). Based on economic and industry trends, future growth opportunities and Council's economic vision, the EDF identified eight (8) key industry sectors as drivers of future economic growth. Each sector requires a specific action plan detailing the initiatives and activities that will be undertaken in order to achieve key growth objectives as well as the level of investment required. Through implementation of the EDF, Council is committed to increasing economic growth and local employment opportunities, as well as ensuring that improved economic capacity is linked to improved lifestyle outcomes for residents and improved community well-being.

At the General meeting of 27 July 2016 Council resolved to endorse the development of action plans in the health care and social assistance and education and training industry sectors based on the Redland City Economic Development Advisory Board's (EDAB) recommendations. Both industries are viewed as economic foundations of the city and provide employment, generate significant value-add and show strong growth potential.

Council engaged consultants to undertake the development of the industry sector action plans. Harris and Young Consulting and Giles Consulting assisted with the development of the education and training action plan while Carramar facilitated the health care and social assistance action plan. The consultants undertook extensive engagement and consultation with education and training sector stakeholders and industry leaders during development of their report where key issues and opportunities were identified. Workshops with EDAB and Councillors were also conducted to provide more substantive input to the action plans. The final report (Attachment 2) from the consultants was presented at the General meeting of 6 September 2017. Council resolved to receive the report and for the General Manager Community and Customer Services to outline the delivery and implementation schedule for the Education and Training Industry Sector Plan including timeframes, accountable parties and corresponding budget and resource considerations.

In developing the Education and Training Industry Sector Plan 2018-2023 (Attachment 1), a further round of engagement was undertaken with industry stakeholders including those consulted in the preparation of the Harris and Young Consulting and Giles Consulting report.

This included key leaders and representatives from secondary schools, vocational schools, tertiary institutions, Trade and Investment Queensland-International Education, and the EDAB, to validate findings and recommendations. Feedback from the ground-truthing process was used to refine the industry sector plan.

Council separately commissioned a validation of data underpinning the EDF objectives and confirming the continued relevance of key industry sectors to consider the implications of the recently released Australian Bureau of Statistics (ABS) 2016 Census data. The findings indicated that the eight industries continue to perform well in terms of output, value add, employment, exports and opportunities. The findings further identified opportunities for the education and training sector, where local government can potentially provide benefit by advocating for and enabling the industry and these have been incorporated in the Education and Training Industry Sector Plan 2018-2023.

ISSUES

The Education and Training Industry

Education and Training is the Redland's third largest industry by employment (ABS 2016) and contributes 4.5% of the City's economic output. The impact of the education and training industry is two pronged: Firstly, the direct economic impact (on employment and output) from the education industry itself; and secondly, the economic impact through enhancing the skills of workers in all industries (which affects productivity and consequently levels of income).

Key trends and opportunities in the industry that have been identified in the research

- Technology and alternative learning pathways
- Globalisation and international education
- Impact of an ageing population

Education and Training Industry Sector Plan 2018-2023

Building on the research, engagement and report by the consultants and ground-truthing process undertaken with key stakeholders, the Education and Training Industry Sector Plan 2018 – 2023 is structured unto three (3) broad areas with key actions, timeframes and resource considerations:

1. Foster collaboration and strategic partnerships

The value of Council establishing a formal framework to bring together the education and training sector was consistently identified through stakeholder engagement. Establishing a formal framework for interaction will increase understanding of roles and mutual support. These interactions can be an effective platform to cover meaningful issues and solutions that affect the industry sector.

The industry sector plan recognises the importance of life-long learning of industry skills and given the changing nature of work and fast-paced technological changes, the link between industry and education needs to be closer than ever. Council has a role in strengthening these linkages in order to grow the local industry workforce to meet current and future needs.

2. Grow higher education and alternative learning pathways and support emerging industries

Tertiary education and vocational education training (VET) provide post-secondary pathways that contribute to skills development in the short term and increase productivity and wage growth in the long term.

The industry plan focuses on investigating higher education models that improve tertiary and vocational education offering in the city by working in partnership with university and vocational education providers. Supporting the establishment of precincts such as the Redlands Health and Wellness Precinct highlights education and training and is a crucial step in potentially expanding the number of higher education and VET programs in the city.

3. Grow International education

Redland City is in a strong position to attract international students and grow its international education footprint. The City can capitalise on its environmental, cultural and social assets including its competitive advantage in secondary education. Key to the success of market growth in this sector will be the development of partnerships within Redland City between Council, State Government, education and training providers and private enterprise. International education stakeholders will identify the best approach in creating a unified international education cluster. Council can also leverage off its sister and friendly city relationships to explore international education opportunities.

The successful implementation of the plan is underpinned by developing a coordinated approach across Council, industry, business, community, and State and Federal governments. The plan will also be used to advocate for investment to strengthen the local economy's capacity.

STRATEGIC IMPLICATIONS

Legislative Requirements

There are no legislative requirements that affect the outcome of this report.

Risk Management

Identified risks to successful economic development in the City include:

- Failure to work in partnership with the business community, and other levels of government which will inhibit the delivery of the framework; and
- Failure to implement the action plan due to inadequate resourcing.

Financial

The implementation of the Education and Training Industry Sector Plan will have financial and resource implications for Council. It is anticipated the program for the current financial year will be undertaken within existing resources.

A number of actions are already underway. Short term actions (Year 1) will be delivered within current financial year 2018/2019 budget, while other activities may be subject to future budget bids with proposals to be submitted for consideration during Council's budget development process.

The plan will be used to retain and grow existing businesses and institutions in the City as well as attracting new investment, creating significant potential to expand employment opportunities and economic output.

People

The implementation of the Education and Training Industry Sector Plan will impact workload of resources within the Economic Sustainability and Major Projects Group, with activities to be undertaken within existing resources in the current financial year.

Environmental

There are no identified environmental impacts.

Social

Implementation of the Education and Training Industry Sector Plan 2018-2023 will support a strong and vibrant economy that will contribute to overall community well-being through provision of appropriate and adequate services resulting in the creation of more employment and economic opportunities.

Alignment with Council's Policy and Plans

Relationship to Corporate Plan

The Education and Training Industry Sector Plan 2018-2023 supports the priorities, objectives and outcomes of the Redland City Council Corporate Plan 2018-2023. Specifically, this implementation plan relates directly with:

Strategic Priority 6 Supportive and vibrant economy *“Businesses will thrive and jobs will grow from opportunities generated by low impact industries, cultural and outdoor lifestyle activities, ecotourism and quality educational experiences.”*

6.5 Growth in key sectors identified in Council’s Economic Development Framework is supported through the development and implementation of action plans by the Industry Economic Development Advisory Board.

The industry sector plan will assist in delivering the Redland City Economic Development Framework 2014 – 2041 at an operational level.

The industry sector plan also supports Economic Development which is one of Council's six strategic priorities.

CONSULTATION

Consultation on the development of the Education and Training Industry Sector Plan 2018-2023 was undertaken with a number of stakeholders including:

- workshops with Councillors and Redlands Economic Development Advisory Board;
- interviews with key stakeholders from tertiary institutions (University of Queensland, University of Southern Queensland, Central Queensland University), local secondary schools (State and private), TAFE and Australian Industry Trade College (AITC);
- interviews with representatives from international education and international relations sector including Trade and Investment Queensland - International Education, and Education Queensland International;
- interviews with Redland City Council’s International Ambassadors;
- Economic Sustainability & Major Projects Group: Strengthening Communities Team; and
- Corporate Planning and Transformation.

The refinement of the action plan involved a ground-truthing and validation process with industry stakeholders and community organisations, which provided input during development of the Harris and Young report (Attachment 2). Stakeholders confirmed support for the issues and recommendations in the consultant's report with feedback used to refine proposed actions. Council presented the draft plan to EDAB in late 2017 with feedback and input considered in the finalisation of the plan (Attachment 1).

OPTIONS

Option One

That Council resolves to endorse the Education and Training Industry Sector Plan 2018 -2023.

Option Two

That Council resolves to endorse the Education and Training Industry Sector Plan 2018 -2023 with changes.

Option Three

That Council resolves to not endorse the Education and Training Industry Sector Plan 2018 – 2023 and to seek further information.

OFFICER'S RECOMMENDATION

That Council resolves to endorse the Education and Training Industry Sector Plan 2018 -2023

Redland City

Education and Training Industry Sector Plan 2018-2023

14 August 2018

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1. Introduction

In June 2016, Redland City Council (Council) established the Redlands Economic Development Advisory Board, which is responsible for overseeing the implementation of the 25-year *Redland City Economic Development Framework (EDF) 2014–2041*.

Education and training is identified in the EDF as an industry sector with high growth potential. The Framework also provides the context for consideration of the economic drivers for meeting education and training needs, opportunities to grow the sector and how the provision of additional depth and range of skills and qualifications can contribute to the economic development of Redland City as well as increase the socio-economic wellbeing of the community.

To deliver the EDF, Council has developed a five-year Education and Training Industry Sector Plan (Plan) for the period 2018–2023 (see *Figure 1 Industry sector plan alignment*).

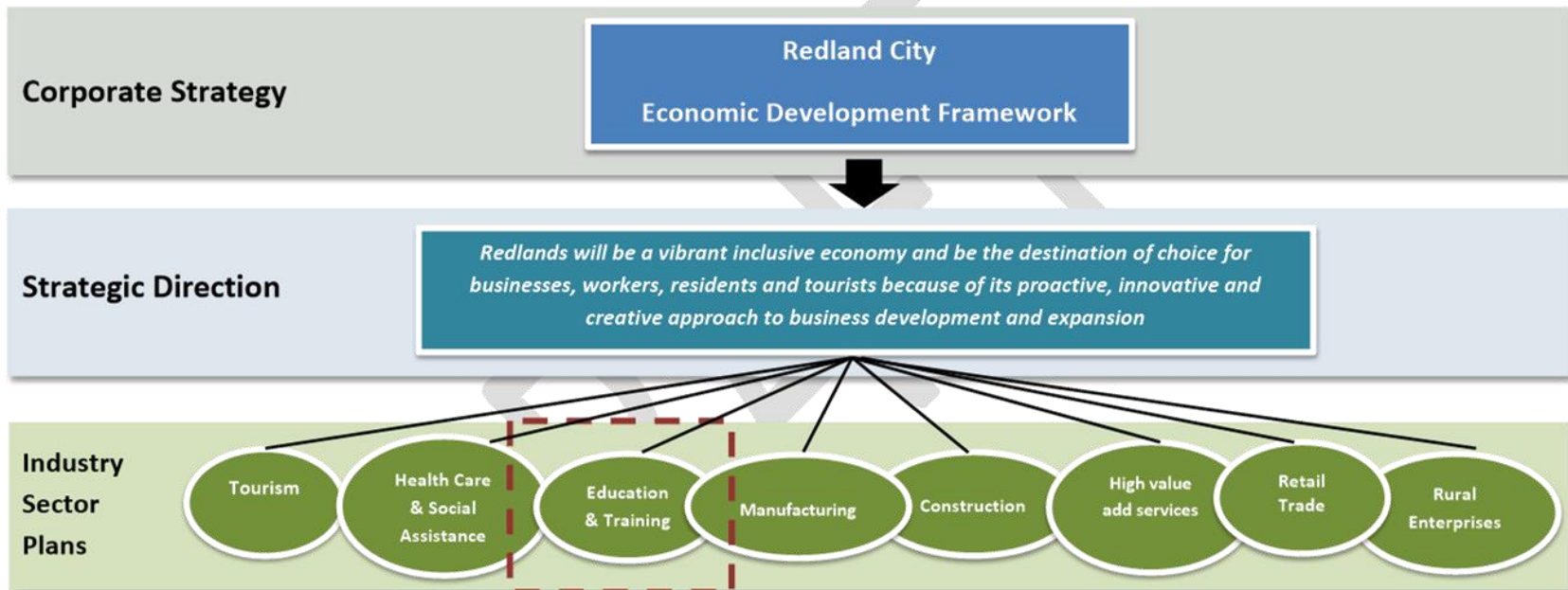
The purpose of developing this Plan is to provide:

- a strategic direction and focus for the sector in Redlands based on market trends and consultation;
- an assessment of the sector for the Redlands, including opportunities and challenges; and
- a framework and recommendations for how Council can best enable, along with education and training stakeholders, the growth of education and training for the economic and social benefit of Redland City.

In the development of the Education and Training Industry Sector Plan, Council has been guided by the broad relationship between higher levels of education and lower levels of unemployment. Council recognises that working towards increased education and training skills in Redland City, provides social and community benefits and contributes considerably to strengthening the economy.

The Plan is focused on areas of existing strength as well as potential opportunities where Council has the capacity to act or influence at a very practical level. Successful implementation of the Plan is underpinned by strategic partnerships, community involvement and the development of a supportive culture of life-long learning.

Figure 1 Industry sector plan alignment



2. Objective of the Plan

The objective of the Plan is to contribute to achieving key growth measures identified in the Framework by addressing the challenges and harnessing the emerging opportunities in the education and training sector through a number of actions, as set out in **Figure 2 Implementing the Framework**.

The key growth measures providing the broad economic objectives for the Redlands to 2041 are:

- Population Target - 206,000 by 2041 at an annualised average growth rate of 1.2 per cent
- Number of jobs - 30,000 jobs to be created in the City by 2041
- Gross Regional Product (GRP) Growth - an economy worth \$6.8 billion by 2041
- Tourism Growth - to represent 2% of the Redland City economy

The Plan identifies actions that Council and industry stakeholders can take to tackle challenges and to harness opportunities by capitalising on existing strengths. It will specifically

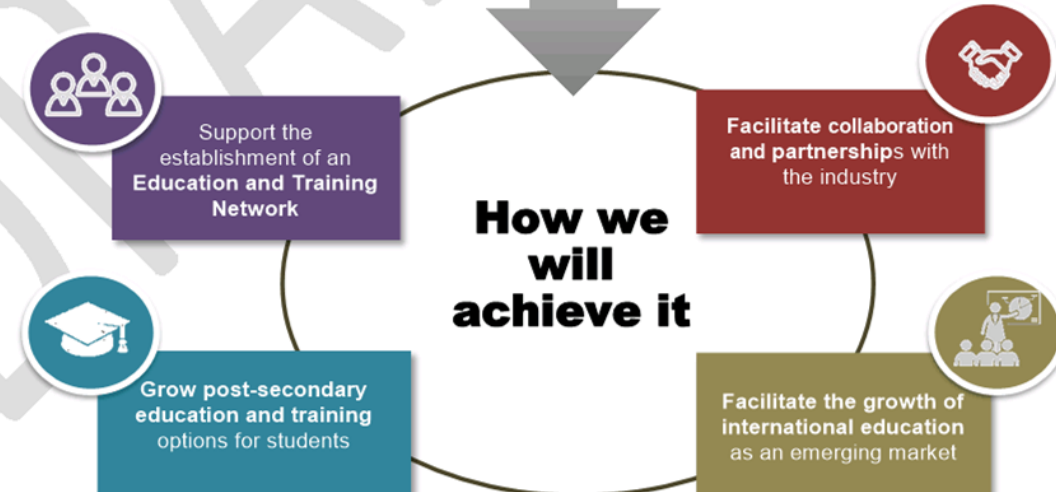
- Strengthen linkages with the education and training sector through regular engagement;
- Advocate for higher education and vocational education pathways to increase tertiary options for students;
- Recognise ageing population as a competitive strength in the aspect of community education, training and research;
- Support training and educational opportunities for the current and future workforce; and
- Explore and build on the potential of international education as an emerging market.

Figure 2 Implementing the Framework

This draws on actions identified in the Education and Training Industry Sector Plan 2018-2023

ECONOMIC DEVELOPMENT FRAMEWORK 2014-2041

EDUCATION AND TRAINING INDUSTRY SECTOR PLAN 2018-2023



3. Education and Training Economic Profile

The Education and Training industry provides education services through schools, technical and vocational education training colleges, training centres and universities. Education providers can be publicly or privately owned and operated (Ibisworld 2018). The industry is population driven and is significantly influenced by the level of public funding.

Population

Redland City estimated resident population (ERP) in 2017 was 154,312 (Australian Bureau of Statistics). Based on the Census usual resident population (URP), the City had an average annual growth rate of 1.2 per cent over five years and 1.5 per cent over 10 years. The population is vitally important for the *Redland City Economic Development Framework 2014-2041* as the population provides the City’s source of labour supply and income, a major source of consumption of goods and services and the base from which education and training services are directed.

Population projections

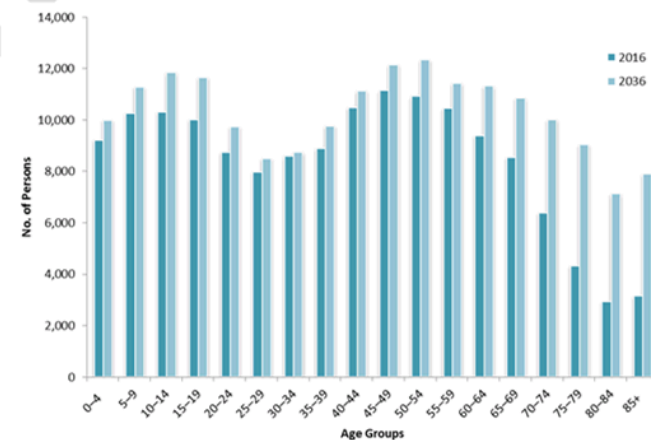
The population of Redland City in 2036 is forecast to be 184,683 based on medium series projections (Office of Economic and Statistical Research 2015 edition). The projected age structure of the Redland City population will profoundly impact on achievement of the Framework, including employment levels and GRP objectives. For the education and training sector, the changes in the age structure offer severe challenges but also opportunities.

The key point from the Redland City population projections is that most of the increase in population from 2016 to 2036 will be in the older age cohorts (see Figure 3) and very little growth in those age groups who are the main clients of primary and secondary school education.

The population projections show that from 2016–2036:

- more than 65% of the population increase in Redland will be residents aged 60 years and over
- an increase of about 1,000 in the main primary school age group (5-9 years)

Figure 3: Redland City population 2016 and 2036 by five-year age groups



Source: Queensland Government population projections medium series, 2015 edition

- an increase of about 3,100 in the main secondary school age group (10-19 years)
- a small increase – less than 1,000 – in the number of people aged 20-24 years, who are generally the best age fit for tertiary education
- the main working age population (25-59 years) – where labour force participation rates are highest – has a declining share of population and accounts for only 17% of the increase.

Economic Output

Education and Training industry sector comprises pre-school education, primary and secondary education, tertiary adult and community education. In 2016/17, the education and training industry sector generated \$420.9 in output (or 4.5% of the City's total output). The share of the industry to the city's total output was higher compared to South East Queensland (SEQ), where education and training accounted for 3.9% of the SEQ's total output. Education and Training Industry experienced a 5% growth in terms of output between 2011/12 and 2016/17. The industry is anticipated to continue to grow however it is largely dependent on the level of government investment.

Pre-school and school education contributed the largest output among the sub sectors in 2016/17, accounting for 83% of education and training's output clearly underpinning the city's competitive advantage in this area (see Figure 4). Pre-school and school education had an annual average growth rate of 2% in terms of output between 2011/12 and 2016/17.

Employment and Workforce

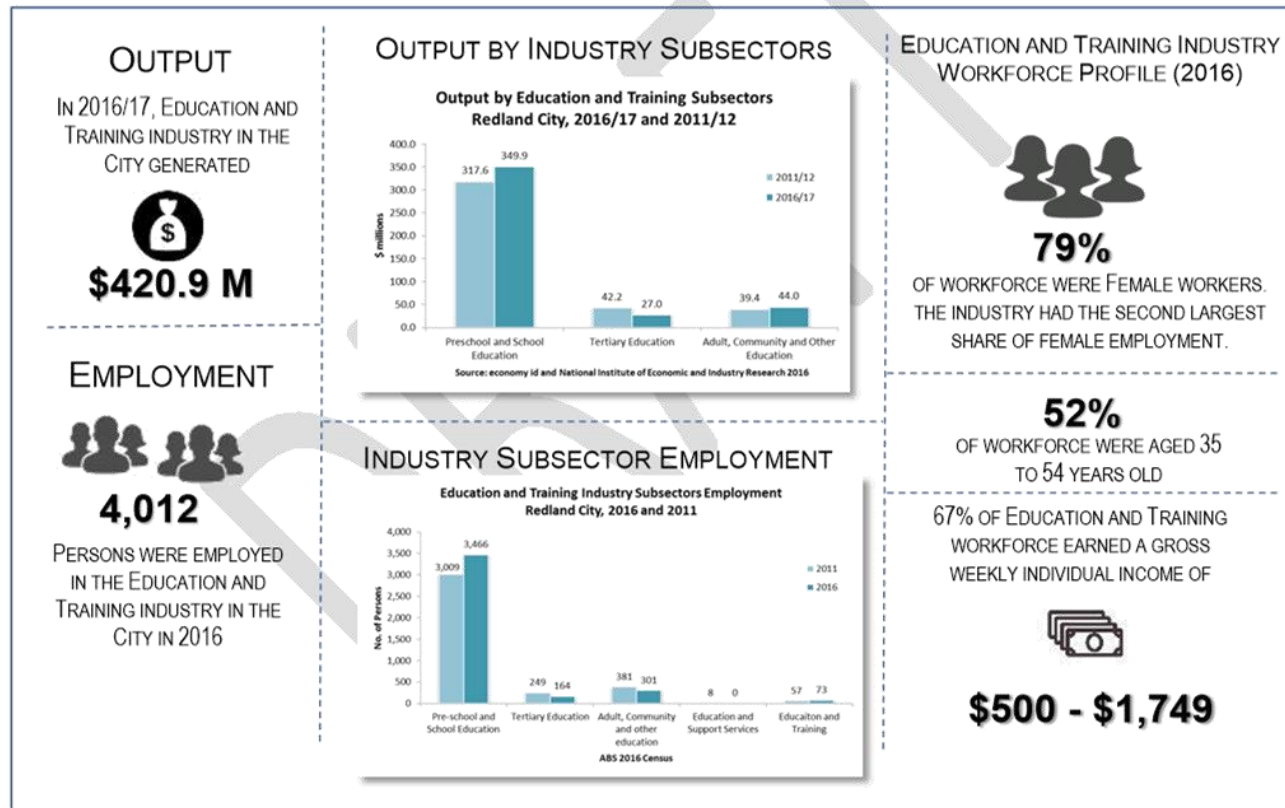
Education and training industry is the third largest employer in the City with 4,012 (or 10% of total persons) persons working in the sector (ABS 2016). Pre-school and school education was the largest contributor to employment in Education and Training in 2016, employing 3,466 people or 86% of total industry employment in the city (see Figure 4).

Similar to national trends, the City's education and training industry had a mature workforce with more than half (or 52% of total) aged 35-54 years. Education and Training industry had the second largest share of female employment after Health Care and Social Assistance, with female workers accounting for 79% of the Education and Training industry workforce in 2016 (ABS 2016).

Wages and salaries

Education and Training had the third largest wages and salaries paid to employees who work in the city after Health Care and Social Assistance and Construction. The total Education and Training wages and salaries amounted to \$324.4 million or 11% of the total wages and salaries for Redlands.

Figure 4 Education and Training Industry Overview



Education Facilities in the Redlands

Redland City has a total of 35 schools that cater for more than 23,000 Prep to Year 12 students (*see Appendix 2*).

There is a large, well-established TAFE campus in Alexandra Hills. The campus is managed by TAFE Queensland Brisbane and provides a wide range of courses including business, allied health and core skills. It should be noted that TAFE has a number of university partnerships and the capability to deliver a range of university level programs. These are not offered in Redland City at present. In addition, Skills Tech is also based at the Alexandra Hills campus and provides training for apprentices in a broad range of traditional engineering trades.

The Sycamore School, which provides a specialised educational service tailored for students with autism, is co-located at the TAFE Queensland Alexandra Hills site.

The Redlands Campus of the Australian Industry Trade College (AITC), located in Cleveland, offers a unique combination of senior schooling, trade skilling and apprenticeship opportunities to young people.

Nazarene Theological College is located within Redland City and offers a limited range of higher education qualifications.

There is currently no university campus in the City however the University of Queensland has training facilities for the School of Nursing, Midwifery and Social Work located in Cleveland.

There is a total of 23 Registered Training Organisations (RTOs) registered within the Redland City boundary (*see Appendix 2*). These include schools and RTOs in specialist industries. The scope of school registrations are primarily business and information technology, with some catering for industry-specific areas of design, screen media and hospitality. TAFE and other RTOs have a pivotal role to play in the future of the industry sector in the City.

4. Industry trends

Education and training, like most industries, is facing disruption and is being impacted at all levels.

The world is experiencing unprecedented rates of change in many areas that will drive the demand for education and training, and the nature of employment.

Major shifts in environmental, technological, social and economic conditions will substantially change the way people live. These trends (Commonwealth Scientific and Industrial Research Organisation 2012) will have direct and indirect impacts on education and training as well as work. These include significant job and skills shifts. Education and training providers will need to be agile, adaptable and close to industry.

The most relevant trends include:

- climate change;
- the world economy shifting from west to east, with China and India being the major drivers of that shift;
- rapid income growth in Asia and to a lesser extent in South America and Africa, which will see billions of people transition out of poverty and into middle-income classes;
- ageing population which will change people's lifestyles, the services they demand and the structure and function of the labour market;
- rising demand for experiences over products and a rising importance of social relationships in advanced economies;
- shifting impacts of technology on jobs and the skills required;
- casualisation of the workforce;
- careers moving from being linear to a matrix; and
- an increase in global education.

The more direct impacts for Redland City are likely to include:

- Technology and education;
- Changes in career and work structures;
- Ageing population;
- Globalisation and the international student market; and
- Socio economic status.

4.1 Technology and education

40% of jobs in the next 10-25 years are likely to be automated, which will raise the demand for training in new skill sets (Committee for Economic Development of Australia 2015). Increasing automation is threatening to widen the economic gap between the well and poorly educated, as the impact of automation is greatest in lower level jobs. Rapid changes in technology have led employers to increasingly select employees with 'off the shelf' skills to meet changing needs. Increasingly, this means individuals need to take responsibility to develop their own portfolio of skills and knowledge.

Advancements in, and the increasing use of Artificial Intelligence (AI), reduces the need to employ those without technological skills. For example, the use of robots in factories over the past 30 years has impacted the workforce.

Implications for the Redlands

As AI continues to become more sophisticated – such as the use of simulation and drones – low to medium-level employment will further diminish. Improvements in technology have also changed business and production processes. Hence, employees will continually need to adapt and upskill. The impact on the workers is the need to develop a commitment to life-long learning.

4.2 Changes in career and work structures

Careers are no longer linear. They are more like a three-dimensional matrix as workers move up the ladder across industries and across skills and knowledge sets. Traditional education determined what the market should learn – it is being transformed into what the market needs and educators are not always in touch with this. This places emphasis on the need for the worker to have a portfolio of knowledge and skill sets that need to regularly be updated. It will be the responsibility of the worker to develop and update their portfolio as employment mobility increases, and industry becomes wary about overinvesting in employees.

Technology is increasing the delivery of services remotely. In education terms, the internet is shifting learning to self-driven research i.e. YouTube as well as the option of online delivery of training and assessment.

The uptake of online delivery of education has been varied. The uptake of free education via the Massive Open Online Courses (MOOCs) has been significant. For example, Coursera took 4 million enrolments in their first year. The internet is also moving institutions more to assessment models. In contrast, the uptake of online vocational delivery has not been high due, perhaps in part, to the poor reputation of some providers. However, with the added drive of globalisation this form of delivery, particularly with regard to non-accredited training, is on the increase.

Existing universities are strengthening their positions through creating global partnerships and networks of student, faculty and academic exchange. University Network collaborations have capitalised on the accessibility of the internet and their pulling strength created the Massive Open Online Courses - MOOCs. This market is dominated by Coursera a network of 200 plus universities, including Stanford, Shanghai, Melbourne and Sydney Universities - across 29 countries, with 36% of the market. This has introduced a new kind of education which is free, accessible and focussed more on self-driven learning and less on qualifications.

Implications for the Redlands

An important implication of developing a portfolio of skills and knowledge for moving through this matrix is recognition of prior learning (RPL). Historically part time employment has been seen largely as a lifestyle choice but this is no longer the case as it is now driving up underemployment which is at its highest level ever. This is felt most keenly in the services sector and particularly the health and tourism sectors, which are both major industries within Redland City. The impact of this is, again, that industry is seeking more and more 'off the shelf' skills and are not 'overinvesting' in training staff.

4.3 Ageing population

People are living and working longer and are better educated and healthier than those in the past. Redland City is well ahead of the national trend of an ageing population, which is not being systematically researched or addressed at the national level.

Implications for the Redlands

The following are the key findings with regard to Redland City and its ageing population:

- the vast majority of older people are not sick, and do not live in aged care accommodation;
- having a healthy mind contributes to a healthy body and is likely to reduce total health costs by keeping older people moving, involved and socially engaged;
- education on health issues has been shown to reduce the impact of ageing diseases;
- there is a strong community based network of aged care facilities;
- the City has a highly successful U3A organisation;and
- regional economic development analysis finds the most productive pathway is to build on local competitive strengths and expertise and then export those goods or services to gain economic benefits.

While Redland City has a very active U3A focus, with increasing ageing, demands for these types of services will grow strongly. Similarly, programs run by Redland City Council will be under pressure as the older population increases.

Due to the ageing population, an increased level of vocational training will be needed to support the wellbeing of the ageing cohort. This means an increase in wellness programs as well as a predicted increase in demand for allied health services including aged care and nursing.

There is also a likely impact on the retirement age as there are expectations and economic imperatives keeping employees in the workforce for longer. With the need to maintain productivity in the workforce there is likely to be an increase in the retirement age and an overall increase in older workers.

There will be a need for training this cohort to maintain employable skills but also a need for ongoing training in life skills and knowledge in maintaining their own wellness.

4.4 Globalisation and the international student market

Increased globalisation has led to increased demand for English language and for qualifications taught in English. The Australian Bureau of Statistics (ABS) valued exports from international education at \$18.8b, making it Australia's third largest export (Deloitte Access Economics 2015). This export revenue was estimated to support over 130,700 Full Time Equivalent (FTE) employees and international education was estimated to contribute \$17.1 billion to Australia's Gross Domestic Product (GDP) in 2014–15.

In addition, the following contributions of international education to the Australian economy, while not captured in export data, are noteworthy:

- education related expenditure by those on non-student visas studying English Language Intensive Courses for Overseas Students (ELICOS) was estimated to contribute an additional \$205 million in export revenue;
- tourism expenditure by visiting friends and relatives who come to Australia to visit an international student was estimated to be worth \$282 million;
- revenue from offshore campuses was estimated at \$435 million in 2014, comprising \$382 million from higher education and \$53 million from vocational education and training; and
- revenue from international students undertaking study tours at Australian public schools, was estimated to be worth \$14 million in 2015.

International education also provides broader social and economic benefits (Ibid) including:

- increased entrepreneurship, knowledge exchange and international collaboration;
- investment links and soft diplomacy; and

- social benefits flowing from improved cultural literacy, stronger cultural linkages and enhanced cultural capital.

At the state level, the value of international education exports for Queensland increased from \$2.86B to \$2.97B from 2014-15 to 2015-16. Due to Queensland's geographically dispersed population with associated education and training facilities, there is a higher proportion of international students in the regions than in other states. Queensland has 13-22% share of the Australian International student market, depending on the sector. It is highest for ELICOS and Schools and lowest for Higher Education (refer to Table 1 Queensland Enrolments 2014 to 2017). In 2017 Queensland had 123,737 international students studying English as well as a range of qualifications and non-award courses.

Table 1 Queensland Enrolments 2014 to 2017

Sector	Number of Enrolments			
	2014	2015	2016	2017
Higher Education	37,968	39,344	42,118	45,814
VET	23,538	27,299	29,811	33,706
Schools	3,947	4,315	4,990	5,673
ELICOS	25,592	25,704	26,956	30,584
Non-award	5,991	6,025	7,009	7,960
Grand Total	97,036	102,687	110,884	123,737

Source: Australian Government Department of Education and Training

Latest data indicated that In the period January to May 2018, there were 83,318 international students in Queensland and the top 5 source countries were China, India, Brazil, South Korea and Japan.

While the international education market has been growing it has demonstrated it is vulnerable to risks. There are a several factors which affect the international student flow making it at times a volatile market. Volatility is largely a result of:

- changes in the value of the Australian dollar
- highly publicised anti-foreign sentiment.

The rise in demand for education in Asia has driven a substantial increase in demand for education services in Australia. The most notable impacts have been for Higher Education, English language education and private vocational education and training registered training organisations.

International students are also an important but lesser addition for TAFE and schools. There were about 650,000 international student enrolments in Australia in 2016, which is about the same as the combined populations of Redland, Toowoomba, Townsville, Cairns and Rockhampton.

Both globalisation and the teaching of qualifications in English have led to a broader range in the structure of universities – away from the traditional edifice. More international university networks are being created to capitalise on a range of specialist and niche markets. Mutual recognition of qualifications is also being implemented at a global level. For example, Laureate International Universities has a network of 70 campus based and online universities across 25 countries. These universities tend to be more opportunistic and flexible in their operations than the traditional universities. The result is they are often also more industry focussed.

Implications for the Redlands

There are several compelling reasons for Redland City to enter the International Education market:

- Queensland differs from the other states in that International Education is not capital city centric – there is regional success and now a regional focus in the new International Education strategy;
- At the State level moving into the International Education market is timely:
 - International Education is a major focus with the release of the International Educational and Training (IET) Strategy.
 - The Queensland International Education strategy commits \$25.3M over the coming five years to facilitate four strategic imperatives including ‘Strengthening our Regions’, specifically identifying:
 - Ensuring coordination and collaboration with local government and Regional Study Organisations (RSOs).
 - Leveraging the linkages between other regional services and industries, such as tourism.
 - Building leadership and capacity in all regions.
 - Understanding the unique selling proposition for students studying outside of a capital city.
 - Providing local access to information and support for international students.

Redland City has a range of features, which would make it an attractive proposition to many international students, these include: an Australian community-based experience; diverse beautiful landscapes; access to an Indigenous culture; affordable accommodation; and easy access to a large city, a significant advantage. In Brisbane City, there are nearly 70,000 international students, and there are opportunities for Redland City to capitalise on this close market success.

There is significant good will from commercial and Government organisations to support Redland City's growth in the international education sector. Importantly, there are international education business models suited to growing the City's international education footprint. There is a step-by-step pathway into the International Education industry with few barriers to entry including relatively low investment.

Redland City has a strong school sector, which is an enabler for study tours of two-six weeks. Study tours are the base of the international education market, and while not the most profitable activity, are the easiest option to implement as a first step. Systematically introducing study tours, which are the base of the education market, can provide substantial economic input through fees to schools, tourism outlets, hospitality and homestay. This can be done with relatively little investment.

The City is well placed to provide an Australian community experience for students. There has been an assumption that students prefer the cities, however not all students are the same. Feedback from the 2017 International Education Summit held at Gold Coast on the student experience is revealing an aversion to international student enclaves, which often occur in the popular cities, and a desire for a 'community' experience and a sense of connectedness. Redland City has areas of strong community which can offer this community experience.

4.5 Socio economic status

Socio economic status (SES) indices measure a wide range of demographic, social, income, occupation, education and other variables as a composite measure of the general well-being of a community. There are clear links between some SES indices and education and training participation, attainment and ongoing employment experience.

A study (Centre for International Research on Education Systems 2015) found that:

- a student's family background plays a significant role in determining educational pathways;
- at all stages of learning and development, there remains a strong and persistent link between a person's socio-economic status and educational outcome;
- socio-economic disadvantage has a greater impact on educational opportunity than any other factor considered; and
- socio-economically disadvantaged students attend fewer hours of early childhood education, have lower attendance at school, are more likely to leave school early and are less likely to go to university.

Research suggests that in the longer term, young people who are not fully engaged in education or employment (or a combination of both) are at greater risk of unemployment, cycles of low pay and employment insecurity.

The Australian Curriculum Assessment and Reporting Authority annually test school students across Australia through NAPLAN (National Assessment Program – Literacy and Numeracy). The tests recognise the impact of a range of social factors such as English spoken at home and education level of either parent, through the calculation of the school 'ICSEA' index (Index of Community Socio-Educational Advantage).

Implications for the Redlands

For Redland City schools, there is a clear correlation between the ICSEA Index and NAPLAN performances. This illustrates, at a practical level, the impact of social factors on educational performance as well as the accuracy of this index.

There are areas of Redland City with especially low SES scores, particularly the islands. There are specific training needs for these communities, and not merely those on the islands.

Redland City Council needs to remain aware of the link between SES and education and training participation and outcomes. There needs to be a consideration in its corporate planning, planning scheme, operational planning and programs. These plans and actions can have indirect but very positive impacts on the education sector.

5. Issues and gaps

To facilitate the success of the Education and Training Industry Sector Plan and ultimately promote Redland City as a leading education destination, there are some identified issues and gaps. These issues and gaps fall into the following categories:

Infrastructure	International education	Coordination and support
<ul style="list-style-type: none"> ▪ Limited tertiary education facilities ▪ Lack of inter and intra-region mainland public transport ▪ Transport to islands ▪ Location of TAFE in Alexandra Hills is difficult to access 	<ul style="list-style-type: none"> ▪ Few schools offering placements to international students ▪ No established homestay program ▪ No commercial English Language School ▪ No offering of English Language Intensive Courses for Overseas Students (ELICOS) ▪ No established study tour operator ▪ No study organisation or partnership with an existing study organisation i.e. Study Redlands. 	<ul style="list-style-type: none"> ▪ Limited regular engagement with industry stakeholders

It is important to note that addressing these issues and gaps will require working in partnership with the Redlands Education and Training industry sector, business, schools, community and the State and Federal Governments.

6. Opportunities

There are some key opportunities for Redlands education and training stakeholders and Council to focus on in order to activate and grow the City’s education and training sector.

Collaboration and strategic partnerships	International education	Emerging industries and lifelong learning
<ul style="list-style-type: none"> ▪ Forming an education and training network ▪ Growing the university sector ▪ Establishing a health and education precinct ▪ More networking opportunities could be created for educators and government agencies to increase collaboration 	<ul style="list-style-type: none"> ▪ Identifying a preferred study organisation model for the Redlands ▪ Redland City has a range of features, which would make it an attractive proposition to many international students, these include: <ul style="list-style-type: none"> ○ an Australian community-based experience ○ diverse beautiful landscapes ○ access to an Indigenous culture ○ potential for educational tourism growth 	<ul style="list-style-type: none"> ▪ Turning the projected age profile weakness into a strength, by becoming the national centre for research into the education and training needs for older age groups ▪ Establishing a Centre of Excellence in Education for the Ageing

6.1 Collaboration and strategic partnerships opportunities

Forming an education and training network

During industry consultation, stakeholders revealed a perception of scope for improved communication between Council and the education and training sector.

There is an opportunity to enhance communication and collaboration through informal and formal interaction to increase understanding of each other’s roles and to increase mutual support. These interactions can also be a good platform to cover meaningful issues that affect the education and training industry sector. Examples of networking opportunities to increase understanding of each other’s roles and strengthen industry linkages include:

- principals' forums;
- registered training organisation roundtables;
- education and training stakeholder participation in an Innovation Summit (part of the Advancing Regional Innovation Program); and
- development of an education and training network.

The potential benefits of increased interactions include:

- a broader understanding of education and training issues – and solutions – by all stakeholders;
- identification of champions to promote the implementation of the education and training industry sector plan; and
- Identification and establishment of long-term, high-level education relationships with Council and education, training and employment peak bodies and institutes.

Council, TAFE Queensland and local schools have indicated interest in setting up with priority an education and training network. It is recommended to keep the network to a core group, with additional representatives invited to attend meetings when their expertise or assistance is required for specific topics such as international education.

Education - Industry immersion model

With the increasing pace of change in technology, globalisation and work structures, and the impacts this has, individuals need to continually train. Therefore, the link between industry and education needs to be tighter than ever. Life-long learning of industry skills is an ever-changing paradigm. Education needs to be immersed within or very close to industry, in an education industry immersion model.

The demand for professional and employee development courses is forecast to rise particularly as business confidence remains positive. Without a substantial investment in, or commitment to an existing higher education institution, Council is well placed to move forward with a flexible industry focussed model. This would include linking course work and Recognition of Prior Learning (RPL) with the major industries in the area. For example, a series of pathways to support the main industries could be developed.

There is also an opportunity to do an awareness program about alternative pathways for existing workers. Chambers of Commerce may be valuable support here by promoting these alternative pathways.

TAFE Queensland also has higher education programs of its own and partnerships with University of Canberra and Federation University. The institutes have linked their Advanced Diploma RPL programs for experienced managers to automatic entry to the second and third year degree programs. These pathways can be connected with, and applied, in the workplace.

6.2 Higher Education and Alternative Learning Pathways and Emerging Industries

Growing the tertiary and post secondary sector

While Redland City experiences a higher socio economic index than its surrounding local government areas, which is a strong indicator of higher academic performance, it has limited vocational opportunities and no university campus.

This can partly be attributed to Redland City's population of 154,312 (ABS 2017), which does not meet the threshold to attract a full major university campus. For a large and comprehensive university campus, a population of 500,000 is generally cited. While this can be considered a weakness for the area there is also strength in that while Redland City is considered a region, unlike many regions it has an array of well-regarded universities within a realistic commute. Most Redland City students attend Griffith University, Queensland University of Technology (QUT) or the University of Queensland (UQ).

University growth and operational models come in many forms. At one end of the spectrum Griffith University has five large campuses and is looking to maximise growth within those campuses. It does have some satellite campuses with specific purposes. At the other end of the spectrum is Central Queensland University (CQU), which has a low-cost, organic growth model with course offerings driven by community demand. It initially started with a Study Centre to support online courses, which grew into a satellite campus and in the case of Cairns (2016 population 162,000), investment in a purpose-built infrastructure. CQU now has Study Centres in small cities including the City of Busselton, Western Australia (2016 population 37,000).

Changing technology and workforce structures have led to accelerating disruption in education including to the centuries-old model of 'the university campus'. The increase in disruption means an increased need for older (30-70 years old) residents to retrain. Redland City has a median age 9 years above the national average. It is highly likely that mature residents will be seeking opportunities to learn and apply new skills.

A further potential disrupter is possible changes to the university funding model by the Federal Government. If this change is implemented the fees of the large universities would be likely to rise, raising demand for regional universities.

As a result, a multitude of alternative models are emerging. These include:

- industry-based campuses eg. a university hospitality faculty basing itself within a hotel, or a nursing faculty sharing a campus with a hospital
- satellite campuses in smaller regions, sometimes government-driven to service isolated communities or university driven to confirm their footprint
 - campuses placed in smaller towns to reinforce a university's footprint
 - campuses integrated into the community – generally the town or city centre
- online campuses:
 - these universities allow for a truly global foot print i.e. MOOCs and Massachusetts Institute of Technology (MIT)
 - introduction of online 'assessment only'.

There are potential benefits of expanding Redland City's university presence:

- increased business activity within the CBD area. For example, a growth to 200 students would mean a total of \$320,000 consumption per annum plus flow on effect;
- increased productivity and wage earning capacity of its students;
- increased number of employees in the industry which will impact Gross Regional Product;
- a potential base for an international tertiary market
- pathways for local vocational graduates
- higher wage earning capacity of local residents through up-skilling
- increased wages profile for Redland City with the education industry attracting higher wages.

Some Redlands schools have agreements with universities and provide senior students access to university programs in year 12. For example, Alexandra Hills State High School has close association with QUT centres on Robotics and Automation including Drones and Robots, and links with Griffith Connect. Faith Lutheran College has a growing relationship with Griffith University for Business.

TAFE Queensland already has a number of university partnerships and the capability to deliver a range of university-level programs, and could potentially contribute both vocational and higher level programs within a study centre.

Of note, the University of Queensland (UQ) Mater Clinical School operates at Middle Street, Cleveland. It is used for the teaching of theoretical and practical aspects of the UQ Bachelor of Nursing and the dual degree Nursing and Midwifery course, with students utilising nearby health care facilities such as Mater Private Hospital Redland and the Redland Hospital for practical clinical experience.

There is opportunity to investigate the expansion of the Topology and Friends Music Workshop, which focuses on student composition and performance, to a residency program for the University of Queensland at the Redland Performing Arts Centre.

Universities consulted showed a great deal of interest and good will towards Redland City seeking a university presence but most offered limited commitment. There is a genuine will from the universities to support Redland City's efforts to introduce a university presence. They have provided excellent intelligence into the potential models.

There are university business models which could allow an adaptable and step-by-step introduction of a university campus into the Redland City using the existing resources of a CBD, such as a study centre being co-located with a library or within an innovation hub/precinct.

Foundation and alternative studies

There are already a number of alternative and foundation learning facilities within Redland City. For example, TAFE Queensland has an outstanding record in its Senior Studies program (year 11 and 12) at Alexandra Hills campus. The returns on investment in foundation and alternative education for those who are at risk of dropping out of education is high. There is a large increase in employability and productivity for a small amount of additional education at this level, providing significant return.

While foundation education is often seen as a 'community obligation' it needs to be viewed as an economic imperative given the negative impact of low education on participation and productivity within the economy. People with low levels of education tend to have the least commitment to lifelong learning, meaning they often contribute little, and even cost the economy, now and into the future.

Economic impact of this opportunity may not be seen in the short term, however it will enhance participation and productivity within the economy and reduce costs to the community in the longer term. The economic value is in recovering those at risk of 'dropping out' of education and the resultant avoidance of the significant costs of low education levels, which includes unemployment.

Adult and community education continue to perform strongly in the city and may provide some opportunity for growth over the coming years.

Establishing a Centre of Excellence in Education for the Ageing

In terms of ageing, Redland City is in advance of the general population with a median age older than that of Queensland. This gap is set to widen. The trend of an ageing population is an Australia-wide issue not being systematically researched or addressed at a national or state level.

There are a large number of research centres for the ageing focused on health, but very few are focused on education and there are none in Queensland. For example, the Australian Research Council Centre of Excellence in Population Ageing Research brings together academia, government and industry to produce world class research on population ageing. It's based at the University of New South Wales with nodes at the Australian National University, The University of Melbourne, The University of Sydney and The University of Western Australia.

Redland City is well placed to lead research as to how the challenges of an ageing population can be overcome, and the cohort utilised as an asset through the establishment of a Centre of Excellence in Education for the Ageing. Importantly, the Centre could turn a potentially serious social and economic weakness into a significant strength for Redland City.

The proposed location of the Centre of Excellence in Education for the Ageing in Redland City follows well established practices of locating research, policy and field testing facilities close to the focus of activity. The opportunity aligns closely with the master planning for a Redlands Health and Wellness Precinct and Queensland Government-funded Maturing the Infrastructure Pipeline Program Stage 1 Assessment for a potential Cleveland Innovation Precinct. There is also potential to explore partnership opportunities facilitated through the Advance Queensland Advancing Regional Innovation Program (ARIP) and with tertiary institutions including a range of universities who have active research programs in this area i.e. QUT, University of Queensland, Griffith University and Royal Melbourne Institute of Technology.

The University of the Third Age (U3A) Redlands Inc community organisation is particularly strong in Redland City with approximately 1800 members providing 80 – 100 training courses and activities for retirees each week. The community organisation could be viewed as a resource. U3A runs almost entirely with volunteers however there is opportunity to identify capacity within this large group such as provision of mentors and/or partnering for a Centre of Excellence.

Potential benefits of establishing a Centre of Excellence at a pilot location in Redland City could include:

- attraction of higher educated and higher paid workforce;
- the training of older people leading to their greater health and in some cases higher labour force participation, employment and wages;
- an increased number of employees, which will impact Gross Regional Product;

- a greater sense of community with opportunity for involvement of education bodies such as U3A;
- reduced demand on health sector resources;
- contribution to the financial return to the Redlands Health and Wellness Precinct or potential Cleveland Innovation Hub or wherever they are placed; and
- putting Redland City 'on the map' in terms of having a significant and leading edge research centre addressing major social policy issues.

Council has an opportunity to facilitate investigation of the establishment of a national Centre of Excellence in Education for the Ageing being established in Redland City. This could potentially be undertaken by:

- identifying potential partners in the innovation, education, training, and employment sectors that specialise in, or have an interest, in aged care;
- considering that the Redlands Health and Wellness Precinct site has zoning under the planning scheme that would allow for education as well as health care uses;
- delivering an Innovation Summit focused on Aged Care;
- sponsoring community-based education and training for the older, active population; and
- developing a plan to establish a Research and Policy Centre for education and the ageing primarily on economic (including health) impacts of education (a centre of excellence). This includes developing a business case and advocating to, and attracting, a university research centre or government institute to fund and operate the facility.

Establishing a health and education precinct

As identified in the Redland City Health Care and Social Assistance Industry Sector Plan 2018–2023, Council is working in partnership with Metro South Hospital and Health Services, who oversee Redland Hospital as well as Mater Private to deliver a Health Precinct Master Plan. The precinct, which would be based on and around Weippin Street in Cleveland, will incorporate the planned expansion of the private and public hospitals and identify potential industry clustering opportunities around the hospitals.

The precinct presents significant economic opportunity for the city that can generate employment and growth, as well providing high quality specialist and tertiary health services in the long term for Redlands residents. To enhance the viability of the precinct, there is opportunity for it to also be an education precinct.

The area has been identified in the *Shaping SEQ South East Queensland Regional Plan 2017* as a knowledge and technology precinct, which contains a core of high level health, education, research or similar facilities and will provide opportunities for complementary and ancillary services to develop in the area over time.

With regard to the health and education industry, it is important to note:

- two-thirds of new jobs in the next five years are expected to come from five industries, two of which are health and education. In turn, this will result in an increased demand for health training (Deloitte 2012);
- the health industry needs a broad range of industry professionals and education beyond medical training. This includes training in management, administration, facilities management and maintenance and cleaning, as well as self-management, and wellbeing areas of recreation and exercise;
- with the ageing population and the even more significant ageing of the Redlands population, together with the network of aged care homes in the Redland City, there is increasing demand for aged care training and health support areas; and
- the introduction of the National Disability Insurance Scheme (NDIS) across Australia is expected to create between 60,000 and 70,000 new FTE jobs over the next three years. This will increase demand in the allied health education area (Productivity Commission 2017).

While there is not a critical mass for a full university campus, there may be the capacity for a more specialised campus to suit the Redland City profile. Attracting universities and registered training organisations will be significantly easier if they do not have to commit to major construction and can lease flexible space. For example, the establishment of the Springfield Education Precinct has led to some support for developing open space and leasing it to service providers. This can provide flexibility around growth patterns and potential changes in the industry.

Potential benefits of the Redlands Health and Wellness Precinct also being an education precinct include:

- increased level of skills in aged care, which will be increasingly required by the industry as it grows within the City;
- increased allied health training to meet the needs of the increasing aged population;
- increased skills in occupations that support the Health industry; and
- opportunity for potential establishment/co-location of a Centre of Excellence in Excellence in Education for the Ageing.

6.3 International education opportunities

The Redlands currently has a minute part of Australia's and Queensland's lucrative international education market. Many cities have built their international education sector based on university and or TAFE enrolments and expanded from there. At present, this does not appear to be the best approach for Redland City. Key to the success of market growth will be the development of partnerships within Redland City and between Council, State Government, education and training providers and private enterprise.

Council seeks to better understand the region's strengths and capability in this area and to consider approaches to capitalise on international education and

training sector opportunities.

There is opportunity to:

- undertake an environmental scan of the Redland City Council region to understand the current international education and training sector capacity and capability;
- understand who the key stakeholders are in international education and training across the region;
- identify organisations that influence and support the international education and training sector; and
- consider options on the role of Council and ways to best engage and support the sector to capitalise on opportunities in the international education and training sector for the region.

The areas of international education and training where there appears to be most opportunity for economic benefit include (Harris and Young 2017):

- **Study Tours**
 - Study tours are the base of the international education market. An early step of systematically introducing study tours provides substantial economic input through fees to schools, tourism outlets, hospitality and homestay.
 - Revenue from international students undertaking study tours at Australian public schools, was estimated to be worth \$14 million in 2015. According to Study Cairns the direct value to Cairns for an international student spending 5 days in the area is \$1,000 and for a 4 month stay it is equivalent to \$45,000 (2015).
 - Study tours introduce potential longer term students to the area.
- **International student placements and homestay programs in schools**
 - A small number of schools offer placements to international students and operate homestay programs.
 - Eight schools in Redlands are registered to deliver through the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS) and there are four known providers delivering courses to a small number of students.
 - Planning and development of a community-based homestay program could potentially be outsourced to a commercial operator. Support could also be provided to extend a homestay system to schools wishing to develop their market.
- **English Language courses**
 - There may be no commercial English Language School operating locally.
 - Increased globalisation has led to increased demand for English language and for qualifications taught in English.
 - English Language Colleges can provide pathways to schools that wish to be involved in international education. This reduces the need for schools to do their own marketing.

Identify a preferred study organisation model for the Redlands

There is currently no unified study organisation for Redland City with a focus on attracting international or domestic students to the area.

Cities successful in attracting and supporting international students have taken a coordinated approach for this market segment. For example, a key element to the success of Brisbane and the Gold Coast is the coordinated support and marketing provided to international education providers through 'Study Brisbane' and 'Study Gold Coast' groups. The councils provide varying forms of support including funding, coordination and administration.

There is no one standard model that applies to the major study organisations in Queensland. All have been developed in response to opportunities and circumstances. Gold Coast is particularly well funded, but for others council funding consists of a mix of financial, support in kind (such as office space), to no direct funding support. Some study organisations have an international focus only and while others focus on both international and domestic with a whole of industry role. Most of the study organisations in Queensland operate at an arms-length relationship with council, however some are within the council structure.

In relation to funding, the Queensland Government International Education Strategy seeks to develop capacity in regional study organisations and funding is available to study organisations.

Importantly, there is opportunity for the establishment of a potential education and training network, to identify and drive a 'Study Redlands' model as well as:

- support the extension of a homestay system to schools and training providers wishing to develop their market;
- help coordinate education marketing for study tours; and
- identify strategic and operational partnerships with well-credentialed English as a Second Language schools that can provide school placements.

7. Implementation Plan 2018-2023

This Implementation Plan contains steps required to realise future opportunities in the Education and Training Industry Sector, contributing to the achievement of the objectives in the Framework.

The following three key result areas will be focused on to help facilitate the successful implementation of this Education and Training Industry Sector Plan:

- Key Result Area 1 – Foster collaboration and strategic partnerships
- Key Result Area 2 – Grow higher education and alternative learning pathways and support emerging industries
- Key Result Area 3 – Grow International education

Actions will be implemented over the following time frames:

- Short-term – within the next one to two years (2018-2020)
- Medium-term – within the next three to four years (2021-2023)
- Long-term – those to be undertaken after five or more years (2023 onwards) but may need to commence in the medium-term.
- Ongoing - actions will continually be dealt with through the life of the plan.

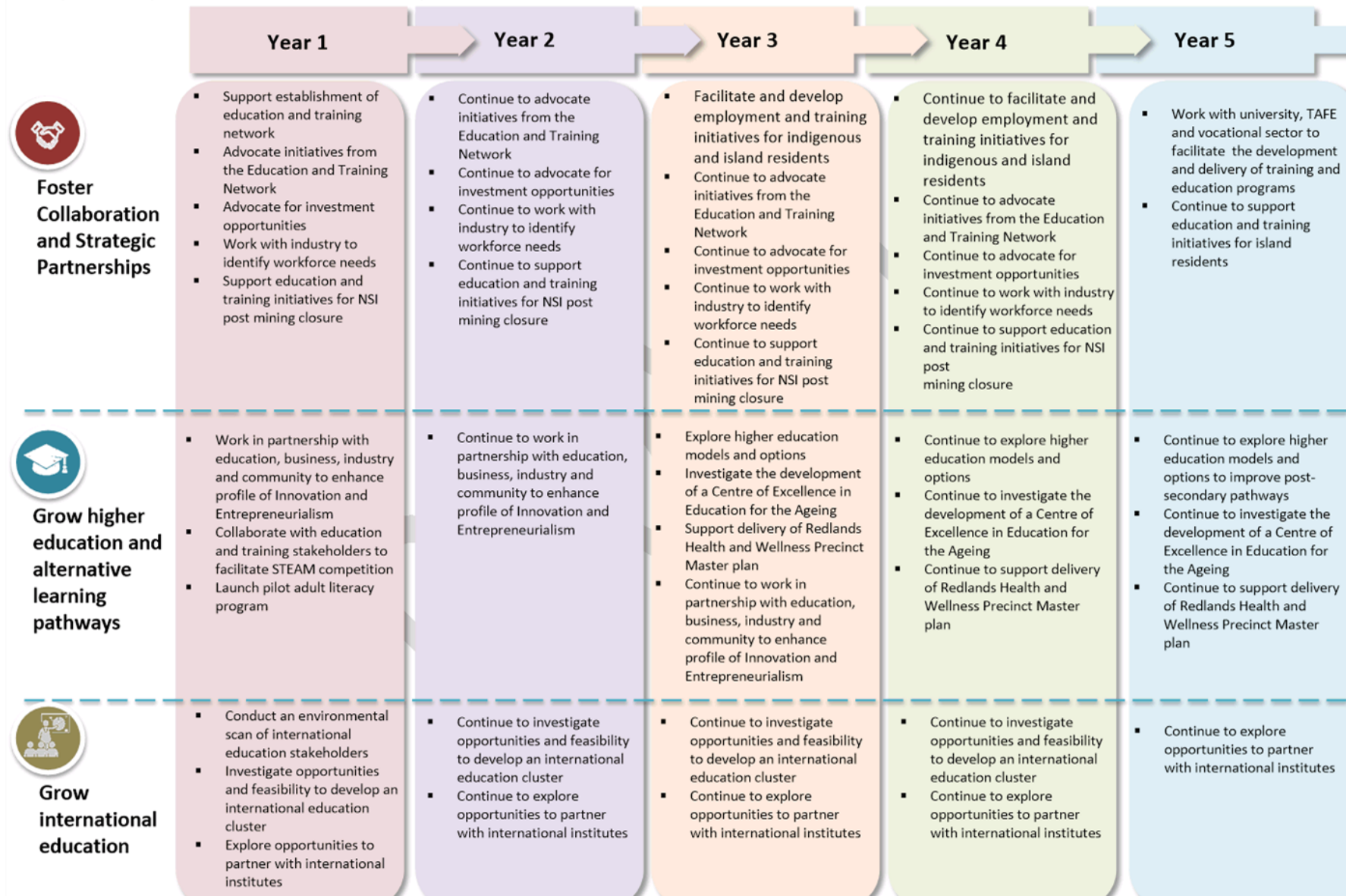
The resultant work program is captured in **Figure 5 Implementation Plan Summary**. The work program for year 1 including resourcing and budget can be delivered within the financial year 2018/2019 budget. Activity from years 2 to 5 may be subject to future yearly budget bids for resourcing and funding to deliver actions.

Council could play five active roles in engaging the sector and implementing the actions (*see Table 2 Council Roles*):

Table 2 Council roles

Advocate	Attract and retain public, private and non-government investment that expands the economic base and improves service delivery in the City.
Regulate	Implement land use and infrastructure planning and policy development that will support the industry sector.
Partner	Strengthen existing links and networks and to establish constructive working relationships with businesses, industry and government to implement initiatives and to enhance supply chain links.
Facilitate	Enable the growth of emerging businesses by ensuring the provision of timely information, access to business grants, sponsorship and training opportunities.
Lead/Deliver	Take the lead and implement initiatives that will foster an environment that is conducive to business growth and expansion.

Figure 5 Implementation Plan Summary



Implementation Plan for Redland City

1. Foster collaboration and strategic partnerships

Objective	Actions	Governance		Performance Measure	Resources	Timeframe
		Council's Role	Key Stakeholders			
Establish an Education and Training Network	Support establishment of an education and training network comprising industry leaders to collaborate on growing the sector in the City	Facilitate	<ul style="list-style-type: none"> Education, training and employment sector Chambers of commerce Quandamooka Yoolooburrabee Aboriginal Corporation Community organisations Redlands Economic Development Advisory Board 	Network established by June 2019 and a framework for industry sector interaction developed	Activity funded in 2018/2019	Short (Year 1)
	Advocate initiatives from the Education and Training Network	Facilitate and Partner	<ul style="list-style-type: none"> Education and Training Network 	Sector initiatives promoted and advanced	Activity will be will be subject to future annual budget bids	Short to medium
Build partnerships and linkages with the education and training stakeholders	Actively work with key agencies and peak bodies to identify and advocate for investment opportunities in the sector both locally and internationally	Advocate/ Partner	<ul style="list-style-type: none"> Education and Training Network South East Queensland Council of Mayors Logan and Redlands Regional Development Australia Committee State and Federal Governments 	Investment opportunities identified	Activity funded in 2018/2019 and subsequent activity will be subject to future annual budget bids	Short to Medium
Grow local industry workforce to meet current and future needs	Liaise and work with key industries to identify workforce training and education needs	Facilitate	<ul style="list-style-type: none"> Education, training and employment sector Chambers of commerce 	A detailed report identifying workforce needs, training opportunities, and education offerings	Subject to Budget bid in FY 2019/2020 (indicative cost \$30,000)	Short to medium
	Work with university, TAFE and vocational sector to facilitate the development and delivery of training and education programs for the workforce for the City's priority and emerging industries to address identified	Facilitate	<ul style="list-style-type: none"> Education, training and employment sector Tertiary institutions TAFE and VET providers 	Industry survey to determine if education offerings are meeting industry workforce needs	Subject to budget bid in FY 2022/2023 (indicative cost \$15,000)	Long

Objective	Actions	Governance		Performance Measure	Resources	Timeframe
		Council's Role	Key Stakeholders			
	needs					
	Support education and training initiatives for North Stradbroke Island (NSI) post-mining closure	Facilitate, Advocate and Partner	<ul style="list-style-type: none"> ▪ Education, training and employment sector ▪ Quandamooka Yoolooburrabee Aboriginal Corporation ▪ Chambers of Commerce ▪ Businesses 	Number of education and training initiatives supported	Activity will be funded through future annual budget bids	Short to medium
	Facilitate and develop employment and training initiatives for indigenous and island residents to enhance skills and improve work pathways	Facilitate, Advocate and Partner	<ul style="list-style-type: none"> ▪ Education, training and employment sector ▪ Quandamooka Yoolooburrabee Aboriginal Corporation ▪ Chambers of Commerce ▪ Businesses ▪ State and Federal Governments 	Number of education and training initiatives supported	Activity will be funded through future annual budget bids	Medium

2. Grow higher education and alternative learning pathways and support emerging industries

Objective	Actions	Governance		Performance Measure	Resources	Timeframe
		Council's Role	Key Stakeholders			
Grow higher education and vocational education pathways	Explore higher education models and options to improve post secondary pathways for students in the City	Facilitate	<ul style="list-style-type: none"> ▪ Education and Training Network ▪ Secondary schools ▪ Tertiary institutions ▪ Vocational education 	Higher education model determined	Activity will be funded through future annual budget bids	Medium to long
Champion the establishment of centres and/or precincts that highlight education and	Investigate the development of a Centre of Excellence in Education for the Ageing	Facilitate	<ul style="list-style-type: none"> ▪ Education and Training Network ▪ Education providers ▪ Health and aged care industry sectors ▪ Tertiary institutions 	Detailed report outlining model, timeframes and partners for a Centre of Excellence in Education for the Ageing completed	Activity will be funded through future annual budget bids	Medium to long

Objective	Actions	Governance		Performance Measure	Resources	Timeframe
		Council's Role	Key Stakeholders			
training	Support the delivery of the Redlands Health and Wellness Precinct Master Plan and ensure that education, training and research are considered as a component of the precinct	Partner/ Advocate	<ul style="list-style-type: none"> Metro South Hospital and Health Services (MSH) Mater Misericordiae Ltd State Government Industry partners 	Delivery pathway for Redlands Health and Wellness Precinct master plan with inclusion of education, training and research confirmed	Funding to implement master plan subject to future budget bid	Medium to long
Improve innovation opportunities in education and training	Work in partnership with education, industry, business and community across the region enhancing the profile of Innovation & Entrepreneurialism	Partner, Advocate and Facilitate	<ul style="list-style-type: none"> Primary and Secondary Schools Tertiary institutions Industry & Business Regional Partners State government Chambers of commerce 	Report outlining program of delivery, timescales and attendance uptake completed.	Budget captured in Advanced Regional Innovation Program (ARIP)	Short to Medium
	Collaborate with education and training stakeholders, government agencies and businesses to facilitate a schools Science, Technology, Engineering, Arts and Mathematics (STEAM) competition with the aim of encouraging students to generate innovative ideas	Partner	<ul style="list-style-type: none"> Alexandra Hills State High School Secondary schools 	STEAM competition undertaken	Budget captured in Advanced Regional Innovation Program (ARIP)	Short
Develop community access to alternative and foundation studies	Launch pilot adult literacy program	Facilitate and Deliver	<ul style="list-style-type: none"> Community organisations Volunteers Community 	Pilot program launched in September 2019	Activity funded in 2018/2019 and subsequent activity will be subject to future annual budget bids	Short

3. Grow International education

Objective	Actions	Governance		Performance Measure	Resources	Timeframe
		Council's Role	Key Stakeholders			
Leverage opportunities in Redlands to attract international students	Conduct an environmental scan of international education stakeholders within the City to assess capacity and capability	Facilitate	<ul style="list-style-type: none"> Primary and Secondary Schools Registered Training Organisations (RTOs) ELICOS International Education stakeholders 	Detailed report identifying capacity and capability of international education stakeholders	Activity funded in 2018/2019	Short
	Investigate opportunities and feasibility to develop an international education cluster model or approach	Facilitate	<ul style="list-style-type: none"> Education and Training Network Primary and Secondary Schools Registered Training Organisations (RTOs) ELICOS International Education stakeholders 	Feasible operational model for a study cluster for the Redlands determined by June 2019	Activity funded in 2018/2019 and subsequent activity will be subject to future annual budget bids	Short to medium
	Explore opportunities to partner with international institutes through sister and friendship city relationships and business missions	Facilitate	<ul style="list-style-type: none"> International partner cities Chambers of commerce Education and Training providers Industry stakeholders 	Partnership opportunities identified and developed	Activity funded in 2018/2019 and subsequent activity will be subject to future annual budget bids	Short to long

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Appendix 1 Summary of State and Federal Plans and Strategies

The *Redland City Education and Training Industry Sector Plan 2018 – 2023* has been developed in consideration of regional, state and national strategies – and aims to leverage – from the following:

South East Queensland

Shaping SEQ: Making the most of our future: a vision to guide growth in South East Queensland. It brings together all levels of government to plan for a population increase in SEQ expected to be almost two million people over the next 25 years. *Shaping SEQ* is the foundation upon which the future will be built and guides the State Infrastructure Plan and council planning schemes. The plan was based on recommendations from the South East Queensland Regional Planning Committee which was made up of State Government departments and SEQ Local Government Mayors, including the Mayor of Redland City, Councillor Karen Williams. (Note: In August 2017, *Shaping SEQ* replaced the *South East Regional Plan 2009-2031*.) [Shaping SEQ: Making the most of our future](#)

North Stradbroke Island Economic Transition Strategy: the strategy aims to drive sustainable tourism, expand education and training opportunities and foster business development and growth in preparation for the end of sand mining from 2019. The Queensland Government is delivering [23 initiatives](#) identified in the strategy in partnership with the Quandamooka Yoolooburrabee Aboriginal Corporation, Redland City Council and Straddie Chamber of Commerce. [North Stradbroke Island Economic Transition Strategy](#)

Queensland

The Queensland Plan: a plan created by Queenslanders for Queensland that provides a 30-year roadmap for the state's growth and prosperity. Education is a priority: "We will value education as a lifelong pursuit where we gain practical skills, enrich our lives, find secure jobs and improve the competitiveness of our economy." Education is the first of the nine foundations on which the plan is based. [The Queensland Plan](#)

Advancing Education – An action plan for education in Queensland: this is the Queensland Government's plan to take the State's world-class education system even further and to prepare students for the challenges of tomorrow. The plan is designed to inspire students to become lifelong learners, global citizens and successful people. It will position schools to more effectively support students to develop the knowledge, skills and qualities they need to be job-ready for the future, building on the essentials of literacy and numeracy. [Advancing Education Action Plan](#)

Queensland Department of Education – Strategic Plan 2017-2020: sets the direction for the department to deliver high-quality learning and skilling opportunities for Queenslanders at all stages of life, enabling them to engage fully in the lifelong learning journey. [Education Strategic Plan 2017-2021](#)

Advancing Skills for the Future - A strategy for vocational education and training in Queensland: sets out the Queensland Government's vision for vocational education and training (VET) which is: "to ensure all Queenslanders are able to access – at any stage of their lifetime and career – high quality training that improves their life prospects and supports industry development and economic growth." Consultation feedback, which closed in April 2017, will inform development of the final strategy. [Advancing Skills for the Future - consultation draft](#)

Queensland VET Quality Framework - Promoting quality for Queensland's VET investment: released in May 2017, the Framework informs the goal of continuous improvement of VET in Queensland. It outlines a comprehensive and systematic approach to ensuring the highest standards in VET are met across five key elements of program design: supplier entry requirements; information and support; market performance and oversight; and compliance. [Queensland VET Quality Framework](#)

International Education and Training Strategy to Advance Queensland 2016-2026: international education and training (IET) is Queensland's second biggest service export and is vital to the future prosperity of Queensland. This strategy focuses on four strategic imperatives: promoting Queensland internationally; enhancing the student experience; strengthening our regions; and connecting to industry. These imperatives are supported by three enabling initiatives: the IET Partnership Fund; IET Partnership Plan; and the IET Summit. [International Education and Training Strategy](#)

Australia

Through Growth to Achievement: Report of the Review to Achieve Education Excellence in Australian Schools: this final report was prepared by a Review Panel chaired by Mr David Gonski AC and delivered to the Federal Government in March 2018. The report stated that "maximising every student's learning growth every year requires a set of shifts across Australian education systems, and a sustained, long-term and coordinated improvement effort based on shared ambition, action and accountability." [Through Growth to Achievement](#)

Quality Schools program: Quality Schools is about ensuring the Australian Government's record investment in schools is used effectively. It focuses on quality teaching and programs that evidence shows will boost schooling results, giving students the skills and knowledge they need to live and work in our future world. From 1 January 2018, the Australian Government's Quality Schools package will see recurrent school funding grow to record levels, increasing by \$1 billion every year for the next ten years. The Australian Government will invest a total of \$243.5 billion in recurrent school funding over the next ten years. Recurrent funding will grow from \$17.5 billion in 2017 to \$29.5 billion in 2027. [Quality Schools](#)

Appendix 2 Redland City School and Registered Training Organisations (RTOs) Summary

Schools	Type	Employees	Student enrolment	Indigenous	Language Other than English at home	Index of Community Socio- Educational Advantage
Primary (Prep to Year 6)						
Alexandra Hills State School	Government	35	184	14%	13%	965
Bay View State School	Government	83	746	3%	9%	1029
Birkdale State School	Government	63	646	7%	10%	1000
Birkdale South State School	Government	62	578	7%	6%	1001
Cleveland State School	Government	78	691	5%	18%	1021
Coolwynpin State School	Government	64	398	7%	6%	987
Dunwich State School	Government	28	172	42%	8%	933
Hilliard State School	Government	84	740	6%	5%	1012
Macleay Island State School	Government	28	150	16%	4%	925
Mt Cotton State School	Government	61	624	1%	4%	1032
Ormiston State School	Government	68	608	5%	10%	1064
Redland Bay State School	Government	107	876	5%	6%	1006
Russell Island State School	Government	36	176	9%	6%	938
Thornlands State School	Government	89	741	4%	8%	1039
Vienna Woods State School	Government	37	234	15%	10%	947
Wellington Point State School	Government	66	546	3%	8%	1049
Victoria Point State School	Government	65	520	6%	7%	968
Star of the Sea Primary School	Catholic	30	205	2%	3%	1098
St Anthony's School	Catholic	62	492	3%	4%	1045
St Luke's Catholic Parish School	Catholic	40	324	2%	2%	1069
St Mary MacKillop Primary School	Catholic	65	582	1%	4%	1089
St Rita's Primary School	Catholic	61	535	2%	6%	1047

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Schools	Type	Employees	Student enrolment	Indigenous	Language Other than English at home	Index of Community Socio- Educational Advantage
Secondary (Year 7 – 12)						
Alexandra SHS	Government	176	1484	6%	11%	980
Cleveland District SHS	Government	202	1969	4%	11%	1023
Victoria Point SHS	Government	136	1155	7%	6%	973
Wellington Pt SHS	Government	117	914	6%	8%	996
Carmel College	Catholic	118	1124	3%	2%	1047
Secondary (Year 11 – 12)						
Australian Industry Trade College	Non-government	22	160	3%	No data available	No data available
Combined (Prep to year 12)						
Capalaba State College	Government	128	783	7%	14%	970
Faith Lutheran College	Independent	130	840	1%	8%	1071
Ormiston College	Independent	157	1279	0%	14%	1137
Redlands College	Independent	191	1319	1%	5%	1105
Sheldon College	Independent	195	1367	1%	19%	1117
Specialist Schools						
Redland District Special School	Government	88	136	9%	1%	No data available
The Sycamore School	Non-government	27	62	2%	0%	No data available

Source: www.myschool.edu.au (All data based on 2017 period)

Registered Training Providers (RTOs) with offices registered in Redland City

RTO Code	RTO Name
1820	PCD Training Services Pty Ltd 30008 Horizon Foundation Inc
30255	Capalaba State College
30759	Sheldon College
31982	SDS TRAINING AND SECURITY PTY LTD
32129	AMC Training & Consulting Pty Ltd as trustee for AMC Trust
32376	EDB Training Services Pty Ltd as Trustee for The Barber Family Trust
40781	FARROW, MARK WILLIAM
41066	BROADBAND CONNECT PTY LTD
30209	Alexandra Hills State High School
30508	The Corporation of The Trustees of The Roman Catholic Archdiocese of Brisbane
30566	Redlands Combined Independent College Inc
30587	Victoria Point State High School
31179	Australian Celebrations Training Pty Ltd as Trustee for the ACT Trust
31293	Mayfair College Pty Ltd
31506	IMPROVEMENT TOOLS (QLD) PTY LTD
31943	New England Institute of Technology Pty Ltd
31988	Drug Testing Institute Pty Ltd as trustee for Drug Testing Institute Trust
40914	SPICE TRAINING PTY LTD
41065	ONSITE TRAINING SOLUTIONS PTY. LTD.
41415	COMMAND COACHING AND TRAINING PTY. LTD.
45056	AUSTRALIAN ONSITE TRAINING PTY LTD
30895	Xamerg Pty Ltd
275	TAFE Queensland

Source: Training.gov.au

Redland City Council Economic Development Education and Training Industry Sector Report to Redland City Council

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May 2017

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Executive Summary

This report delivers education strategies and recommendations with an economic focus, with an understanding that the economic impact of education is two pronged:

1. Direct economic impacts from the education industry itself.
2. Economic impact through enhancing the skills of workers in all industries.

The following strategies are a result of considerable research and a comprehensive consultation process.

In addition to the strategies and associated actions there are general recommendations, summarised at the end of this document.

Each strategy has detailed actions which will require Council input within Council's range of roles of: funding, facilitation, partnering, regulation and advocacy. These actions are detailed in Section 9.

The strategies are offered in priority order with a high priority assigned to those with the highest potential net economic impact. They are, as much as possible, growth strategies which will deliver short, medium and long term benefits.

To limit the load on Council and ensure full community engagement these recommended strategies need to be underpinned with the development of a formal level of communication between the Redland City Council, industry sectors, government and the community. A focus on communication is key.

Key Considerations and Strategies

'Disruption' to Education

Education like most industries is facing **disruption**. With limited major infrastructure in the higher education sphere, in this respect Redland City has a clean slate. Any Education system put in place needs to be flexible to adapt.

Disruption is impacting on education at all levels:

- The impact of globalisation on education is threatening Australia's competitive advantage as one of the big four providers of education in English. Teaching English and teaching in English has emerged in a range of countries, particularly in Asia, raising the competitiveness of this industry.
- The internet is shifting learning to self-driven research eg YouTube. It is moving institutions more to assessment models. Massive Open Online Courses (MOOCs) and Massachusetts Institute of Technology (MIT) provide examples of learning on line and payment for assessment only.
- Mutual recognition of qualifications is being implemented at a global level.
- 40% of jobs in the next 10-25 years are likely to be automated¹ raising the demand for training in new skill sets.
- Two thirds of new jobs in the next five years are expected to come from five industries and one of these industries is Education².
- Accelerating changes in the job market leads to the need for regular update of skills and knowledge. Traditional education determined what the market **should** learn – it is being transformed into what the market **needs** and educators are not always in touch with this.
- Careers have moved from being linear to matrix requiring people to carry a portfolio of skills and knowledge, which need regular update.

¹ CEDA. Australia's future workforce? 2015, [Http://adminpanel.ceda.com.au/FOLDERS/Service/Files/Documents/26792~Futureworkforce_June2015.pdf](http://adminpanel.ceda.com.au/FOLDERS/Service/Files/Documents/26792~Futureworkforce_June2015.pdf)

² Jobs Growth in Queensland; Trends and prospects, 2016

- Casualisation of the workforce is limiting business commitment to provide training.
- Increasing automation is threatening to widen the economic gap between the well and poorly educated, as the impact of automation is greatest in lower level jobs.

These impacts of accelerating 'disruption' in education have been fully considered in developing a range of flexible education strategies which will provide Redland City: with an economic return; with a relatively low cost entry to market; and the agility to adapt to changing demand.

Summary of Strategies

All strategies require strong community involvement and commitment, and the development of a supporting culture of life-long learning.

Strategy 1 Grow International education

Step (1) Study tours (Refer Appendix 4 Study Tour example)

Step (2) ESL and RTOs

Step (3) Schools

Step (4) Tertiary and Vocational

Strategy 2 Grow a university sector

Initial development of a Study Centre

Strategy 3 Establish a Centre of Excellence in Education for the Ageing

Strategy 4 Develop a Health and Education Precinct

Strategy 5 Engage the community in education and life-long learning

5.1 Increase engagement with the school sector

5.2 Increase access to the vocational training sector

5.3 Increase engagement with, and support for, U3A

5.4 Develop a community of accessible STEM options

5.5 Develop community access to alternative and foundation studies sector

These strategies are listed in priority order. The first two provide the highest potential economic return and are based on commercial partnerships. They are also designed to grow in a logical sequence, adapting to meet growing market demand.

The third strategy while providing Redland City with a return also puts the city on the research and policy map in a relatively green field.

Strategy 4, including education in the Health Precinct, provides sound returns and support for an ageing population and growing aged care and health systems.

Finally, the fifth strategy encompasses a range of sub-strategies which will enhance existing sectors and support the full Education Strategy and Action plan.

Of significance to all these strategies and actions is the recent Redland City Council plan to develop an Innovation Hub. This would provide a focus and bring together many facets of this Education Industry Strategy and Action Plan. For example, incorporating the Study Centre within the Innovation Hub would provide economic and education synergies which could further encourage TAFE, RTOs and universities to work together in this space.

Before addressing any of the education strategies and their associated actions there are some initial and general actions that should be undertaken.

Initial and general Actions

- 1 Identify and support Education Champions to promote the implementation of the education strategy.
- 2 Create a Study Redlands Group (including above) to drive, support, coordinate and promote the Redland City 's Education Strategy.
- 3 Identify and establish long term, high level education relationships at Councillor/Mayor to CEO/President/Vice Chancellor level.
- 4 Plan for and develop a Study Centre within the planned Innovation Hub.

1 International education

The key findings to consider in developing an international education profile for Redland City are:

- The Australian Bureau of Statistics (ABS) valued exports from international education at \$18.8b, making it Australia's third largest export³.
- Queensland international education is increasing and revenue for 2015-16 was \$2.97b⁴.
- Queensland is distinct from the other states in that its market is not purely capital city based, but it is dispersed across the regions. This is further supported by The Queensland Department of Trade and Investment's *International Education and Training (IET) Strategy to advance Queensland 2017-2026*, which has four foci and one is 'Strengthening the Regions'. This IET strategy has funding of \$25.3m over the next five years. There are funding opportunities for Redland City with the proposed business growth model.
- Redland City has a minute part of this lucrative international education market.
- The lack of a Homestay system is put forward as a major obstacle, however this can be overcome through a systematic approach with the use of existing commercial models.
- Redland City has a range of features which would make it an attractive proposition to many international students. These include: an Australian community-based experience; diverse beautiful landscapes; access to an Indigenous culture; potential for edu tourism (education tourism - tourism with an education focus) growth and affordable accommodation.
- Easy access to a large city, which is a significant advantage.
- There are international education business models suited to growing the Redland City international education footprint.
- There is significant good will from commercial and Government organisations to support Redland City's growth in the international education sector.

Strategy 1 - Grow International education

The proposed model of growth in this sector is based on a low investment and step by step process. It is designed to attract commercial operations into the area and currently available Government funding. Building the Study Tour sector is the first stage.

The second stage would be the introduction of commercial English Language School(s) teaching English as a Second Language (ESL) and attendant vocational qualifications through Registered Training Organisations (RTOs). RTOs are often incorporated within English Language Colleges. These qualifications provide pathways to university, which are attractive to international students (see Strategy 2 Grow a University Sector).

³ Australian Government, The Value of International Education to Australia. Prepared by Deloitte Access Economics.

⁴ ABS, International Trade in Services. Cat 5368.0.55.003

English Language Colleges also provide pathways to schools that wish to be involved in International education. This reduces the need for schools to do their own marketing. Currently not all schools are prepared to undertake international education, however this may change with the growth of the local industry and support system.

The Council's role in these stages is largely advocacy, partnerships with commercial business and facilitating the smoothing of the bureaucratic path. The importance of Council's role in smoothing the path cannot be over-emphasised. The Principal of the Australian Industry Training College (AITC) had several offers to place his second campus within other LGAs but when it came to action RCC "made it happen".

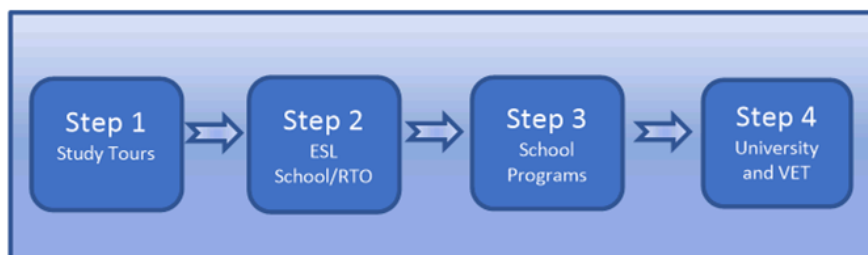


Figure 1 Redland City pathway to an increased International Education footprint
Underpinned by partnerships and community

Specific actions listed in the action plan, such as establishing commercial and government partnerships and developing funding applications, will be overseen by the Study Redlands Group. The establishment of the Study Redlands Group is one of the first actions in this Education Strategy and Action Plan.

2 University Sector

In considering the development of a university sector within Redland City there were a number of key findings:

- Redland City has only a very small tertiary presence and no university campus.
- Currently most Redland City students go to Griffith, QUT and UQ.
- Redland City's low population does not meet the threshold to attract a full major university campus. For this, a population of 500,000 is consistently mooted.
- Changing technology and workforce structures have led to accelerating disruption in education including to the centuries old model of 'The University Campus'. A multitude of alternative models are emerging, these include:
 - Satellite campuses in smaller regions, sometimes government driven to service isolated communities or university driven to confirm their footprint
 - Campuses placed in smaller towns to reinforce a university's footprint
 - Campuses integrated into the community – generally the town or city centre
 - Industry based campuses – eg a university hospitality faculty basing itself within a hotel, or a nursing faculty sharing a campus with a hospital
 - Online campuses
 - These universities allow for a truly global foot print – eg MOOCs, MIT
 - Introduction of online 'assessment only'
- The local universities are collaborative and highly competitive. If one moves into the area all others know and may react.
- Universities interviewed showed a great deal of interest and good will towards Redland City seeking a university presence but offered limited commitment.

- There are university business models, which will allow an adaptable and step by step introduction of a university campus into the Redland City using the existing resources of the CBD.

These key findings have led to the following strategy and actions.

Strategy 2 - Grow a university sector

Actions:

1. Identify Higher Education Champions. Recommended: 1. the Mayor 2. Community 3. TAFE 4. Secondary school sector 5. Experts in the university sector 6 Community (U3A) and from this create a Higher Education working group to advocate on behalf of Redland City and coordinate the introduction of a Higher Education presence in Redland City.
2. Identify strategic and operational university partner(s), followed by identifying suitable vocational provider(s) prepared to support the generation of a Study Centre (Preferably within the planned Innovation Hub) for students enrolled in online courses, as a first step in incorporating a University presence in the CBD.
3. Develop a plan for initiation and growth with the education providers – consider incorporating this into the RCC Library. There are examples of this growth strategy which can be used as guidance for planning.
4. Option 1: Provide and support space and administration of Study Centre, allowing for involvement of many education providers.
Option 2: Negotiate the lease or purchase of Study Centre facility by a specific university. The latter is less costly but less flexible.
5. Engage CBD business operators in the planning stage.
6. Develop an information prospectus to take to prospective universities to encourage investment in Redland City.

3 Centre of Excellence in Education for the Ageing

In terms of ageing, Redland City is in advance of the general population with a median age older than that of Queensland. This gap is set to widen.

The ageing population is a national issue and Redland City is well placed to lead research as to how the perceived issues of an ageing population can be overcome, and the cohort utilised as an asset. There are many health and ageing centres but not education and ageing centres.

The following are the key findings with regard to Redland City and its ageing population:

- People are living and working longer and are better educated and healthier than those in the past.
- The vast majority of older people are not sick, and do not live in aged care accommodation.
- Having a healthy mind contributes to a healthy body and is likely to reduce total health costs by keeping older people moving, involved and socially engaged.
- Education on health issues has been shown to reduce the impact of ageing diseases.
- Redland City has a strong community based network of aged care facilities.
- Redland City has a highly successful U3A organisation.
- Regional economic development analysis finds the most productive pathway is to build on local competitive strengths and expertise and then export those goods or services to gain economic benefits.
- Redland City is well ahead of the national trend of an ageing population which is a national issue not being systematically researched or addressed at a national level.

- Current education policy focus is on the under 25s. Only 1% of the education budget is currently spent on the oldest third of the population⁵. With general 'Disruption' and people living, and working longer, Redland City is at the leading edge of a wave that will affect every aspect of Australia's future economic and social policy.

Strategy 3 - Establish a Centre for research for education and the ageing

Actions:

- Develop a summary advocacy sheet and business case highlighting the value of a Centre of Excellence in Education for the Ageing being established in Redland City.
- Advocate to and attract a university research centre or a Commonwealth or State institute to fund and operate the facility.
- Develop the plan for the Establishment of a Research and Policy Centre for Education and the ageing primarily on economic (including health) impacts of education.
- Use Redland City as the pilot location for the establishment and evaluation of education and training programs for all Australians.
- This strategy could be aligned with the Innovation Hub or the Health and Education precinct and utilise U3A.

Health and Education Precinct

There is a proposal for a Health Precinct within the draft RCC Health Strategy and Action Plan. It is further proposed here that to increase the viability of this Precinct, it becomes a Health **and Education** Precinct. With regard to the health and education industry the following are the key findings of this study:

- Two thirds of new jobs in the next five years are expected to come from five industries and two of these industries are Health and Education² which will increase demand for health training.
- The introduction of the NDIS (National Disability Insurance Scheme) across Australia is expected to create between 60,000 and 70,000 new FTE jobs over the next 3 years. This will increase education demand in allied health education.⁶
- The ageing population, and the even more significant ageing of the Redland City population, together with the network of aged care homes in Redland City is increasing demand for aged care training as well as in health support areas such as Pilates and yoga instructing.
- The health industry needs a broad range of education beyond medical training. This includes training in: management, administration, facilities management and maintenance and cleaning, as well as self-management, and wellbeing areas of recreation and exercise.
- There is an appropriate location for the development of education facilities.
- Attracting universities and RTOs will be significantly easier if they do not have to commit to major construction and can lease flexible space.
- The viability of the proposed Health precinct will be greater with the addition of an Education precinct and the Centre of Excellence in Education for the Ageing (refer Strategy 4).

Strategy 4 - Create a Health and Education Precinct

Develop a health and education precinct on the site defined on the Redland City Council City Plan. The actions in this strategy are highly dependent on the Health Care and Social Assistance Strategy and Action Plan.

⁵ <https://www.theguardian.com/education/2009/jan/20/furthereducation-longtermcare>

⁶ National Disability Insurance Scheme (NDIS) Costs, Productivity Commission Issues Paper

5 The Community and Lifelong learning

Strategy 5 - Engage the community in education and lifelong learning

5.1 Increase engagement with school sector – Key findings:

- Redland City education has a strong base as the fourth largest employment sector (based on Full Time Equivalent) and as a contributor of 4.4% of the City's output⁷. Given the lack of a university this figure relates largely to schools.
- Community and industry perceptions are of a strong school sector. Generally, school results are good with many of the schools differentiating themselves with specialised programs.
- Redland City has 31 schools catering for over 23,000 prep to year 12 students. Perceptions through discussions with key players to date are that the school sector is strong. Secondary schools include 5 state high schools, 4 independent schools and one catholic school. There are 23 primary schools and 3 specialist schools.
- Some schools have agreements with universities and provide senior students access to university programs in year 12 but most schools do not.
- There is a large well established TAFE campus in Alexandra Hills, which includes an alternative and successful Senior Studies program focused on year 11 and 12. It has over 200 students.
- Consultation with school principals revealed a perception of scope for much better communication between the RCC and the education sector. There needs to be increased formal and informal interaction to increase understanding of each other's roles to increase mutual support.

Actions:

- Create formal communication structures to improve communication, understanding and support between schools and the Redland City Council.
- Incorporate school involvement in the development of all proposed education strategies.
- Include Schools in the development of the Study Centre to encourage transition from school to tertiary training within the Redland City
- Request TAFE to be part of the Study Centre (Preferably within the Innovation Hub) to include their Senior Studies program.

5.2 Increase access to the vocational training sector – Key findings:

- There are few RTOs operating within the Redland City. TAFE located at Alexandra Hills is by far the major player. This TAFE campus has long been perceived as difficult to access and a move to a new facility at Cleveland has been discussed for over 10 years. The Alexandra Hills campus has now been deemed as 'not fit for purpose' and as such may be upgraded or moved.
- With either outcome in mind there is an opportunity for RTOs, TAFE in particular, to be part of the strategies within this plan. Of most relevance would be the inclusion of TAFE as a major player within the Study Centre in the Cleveland CBD, as described in Strategy 2.

There is demand for vocational education within Redland City being serviced by Brisbane. This is partly due to: the attraction of a modern campus in Brisbane; limited vocational offerings and RTOs in the area; and the difficulty of access to the local Alexandra Hills TAFE campus.

Actions:

- Provide opportunities for RTOs, and TAFE in particular, to be a key part of a range of the above strategies particularly:
 - Strategy 1 Grow international education

⁷ Workforce demand and supply analysis for Redland, National Institute of Economic and Industry Research (NIEIR)

- Strategy 2 Grow the university sector. Note TAFE has a number of university partnerships and the capability to deliver a range of university level programs. As such they could contribute both vocational and higher level programs within a Study Centre. This would be made more attractive to TAFE Queensland if the Study Centre was an integral part of the Planned RCC Innovation Hub.
- Strategy 4 Develop a Health and Education Precinct. There are opportunities here for the delivery of allied health skills training as well as training covering general organisational needs such as cleaning, facilities management and business administration.

5.3 Increase engagement with and support for U3A – Key findings:

- U3A is particularly strong within the Redland City with strong leadership and 2000 members. This needs to be viewed as a resource, not just a 'Community organisation' to be serviced. It would be valuable to incorporate the skills within this large group within several of the strategies listed, including the creation of a Study Centre and as mentors within the Redland City's proposed Innovation Hub.

Actions:

- Incorporate the U3A into the above strategies. In particular
 - As users and as a resource in the initial development of a Study Centre
 - Utilise U3A members as mentors within the Innovation Hub
 - Utilise U3A members' skills and knowledge within the Centre of Excellence in Education for the Ageing
- This is a green field and places Redland City 'on the map' in providing leadership in a poorly addressed area of education and the ageing
The benefits of this include:
 - Moving from a culture regarding the aged as a liability to realising the aged as a resource
 - Cross generational knowledge transfer
 - Increased health of the aged through increased mental and physical activity, reducing the demand on the health sector
 - Achievement of this strategy turns a perceived weakness into a strength for Redland City

5.4 Develop community accessible STEM options – Key findings:

- The open space within Redland City encourages Technology initiatives requiring space. This includes drone training already underway by QUT and TAFE as well as high tech horticulture.

Actions:

- The creation of a network of the existing STEM strategies within the Redland City and linking them to the proposed Redland Innovation Hub will provide several benefits including:
 - An increase in the education credibility of the Redland City
 - Enabling the cross fertilisation of ideas from STEM education and research initiatives
 - Encouraging entry of other STEM educators and researchers

5.5 Increase community access to alternative and foundation studies – Key findings:

- There are already several alternative and foundation study centres within Redland City. TAFE Queensland has an outstanding record in its Senior Studies program (year 11 and 12) at Alexandra Hills campus. There are also other support centres in that area such as The Sycamore School (based on the same TAFE campus) servicing primary students with Autism, and the Horizon Centre.
- TAFE has a strong range of foundation courses.
- The returns on investment in foundation and alternative education for those who are at risk of dropping out of education are high. There is a large increase in employability and productivity for a small amount of additional education at this level, providing significant return.

- While foundation education is often seen as a 'community obligation' it needs to be viewed as an economic imperative, given the negative impact of low education on participation and productivity within the economy.

Actions:

- Provide a supportive and coordinated approach to these foundation programs, including marketing to raise their status and increase their uptake.
- While the economic impact of this initiative may not be seen in the short term, it will enhance participation and productivity within the economy and reduce costs to the community in the longer term.

1 Introduction

Project scope

In summary, the project scope is to develop:

- 1 Education and Training Strategy and
- 2 Action Plan

for the consideration of Redland City Council and the Economic Development Advisory Board (EDAB).

It was made clear at the outset that strategies and actions needed to be focussed on areas where Council has the capacity to act or influence at a very practical level.

Background

Redland City Council established the Economic Development Advisory Board (EDAB), which is now responsible for leading the implementation of the *Redland City Economic Development Framework* and to chart a course to achieve 30,000 new jobs and increase the city's gross regional product to \$6.8 billion by 2041.

Reflecting Council's goals for economic growth and its slogan *Open for Business*, the Framework focuses on enabling growth of existing businesses as well as attracting investment and development across eight industry sectors:

1. Construction
2. Education and Training
3. Financial and Insurance Services and Professional, Scientific and Technical Services
4. Health Care and Social Assistance
5. Manufacturing
6. Retail Trade
7. Rural Enterprises
8. Tourism

Detailed Action Plans will be developed for each of these sectors. The Tourism Strategy and Action Plan 2015-2020 has already been developed in conjunction with industry. This report provides the next piece of the integrated strategy with the Strategy and Action Plan for the Education Sector.

The Education Sector is crucial with its two-pronged impact on the economy. These two prongs of impact are:

1. *First, the economic flow from the education industry itself. That is, the economy created by educational institutions, employment and through drawing students into the area - particularly international students.*
2. *Secondly the employment and economic benefits for all industries in having access to workers with higher skills. There are then financial cascading effects of higher wages for skilled workers, higher disposable incomes and higher spending.*

The Board recognised the existing strength of quality primary and secondary education within their boundaries. The city also has a campus of TAFE Queensland Brisbane at Alexandra Hills. However, the Council recognised they need more to keep and draw in students.

The body of work represented in this report identifies existing strengths, opportunities and barriers, which need to be overcome to take the local education industry forward.

A broad range of creative strategies have been developed for education and training to fully contribute to the achievement of Redland City's economic development objectives.

Economic Development Framework and its implications

The RCC Economic Development Framework (EDF) provides the context for consideration of the economic drivers for meeting education and training needs; the opportunities to grow the sector and how the provision of additional depth and range of skills and qualifications can contribute to the economic development of Redland City and an increase in the socio-economic well-being of the residents.

Specifically, the EDF seeks to achieve the following in the period 2014 to 2041:

- Redland City will have a population of 206,000 by 2041 with annualised average growth of 1.2%
- 30,000 jobs will be created in the City to 2041, with a workforce of 74,000
- The Redland City economy will be worth \$6.8b by 2041
- The Tourism sector will contribute 2% of City economic output

Stretch targets are also included as follows:

- Creation of 40,000 local jobs
- The economy worth \$8b
- Tourism to contribute more than 3% of GRP

Against these targets, the starting point metrics were:

- Population of 145,500 in 2012 growing at 2.1% per year from 2001 to 2012, but more slowly at 1.3% from 2009 to 2012
- Local employment of 42,000 jobs in 2012/13
- The city economy estimated at \$4.66b in 2013
- The Tourism sector contributing 1.4 % of City economic output in 2013

The starting points and targets imply average annual rates of growth to 2041 of:

- Population 1.22%
- Local employment 1.87%
- Economic output at 1.36%

The internal coherence of these objectives is particularly important. The existing situation, the targets and the rates of growth needed, set the broad parameters for consideration of needs and opportunities in the education and training sector. The population size, growth rate and significantly the markedly increased average age in the projected age profile will have significant impacts on education strategies required. The older population will drive much of the profile of the type and volume of local education and training services required.

Beyond this local demand there are opportunities to reduce the loss of students to other areas and to encourage exports of education and training services, that is to encourage a flow of students into the area.

2 Methodology

With a brief to develop the *Redland City Education and Training Industry Sector Strategy and Action Plan* the project has been shaped into 5 stages.

Stage 1 involved the gathering of information and data and the analysis of this. Information was collated from the significant volume of published works, ABS and other data and the knowledge analysis of a range of key Redland City based stakeholders. This resulted in draft strategies, which were presented to the RCC Economic Development Advisory Board (EDAB) for discussion. This discussion provided some recommendations for further consultations and was followed up with an Interim report documenting the analyses, findings, SWOT and draft strategies to that point.

Stage 2 was the comprehensive consultation and engagement of industry stakeholders from within and outside of the Redlands City. Those consulted included:

- University Vice Chancellors/Presidents
- TAFE Queensland Executives
- Department of Trade and Industry
- Department of Education – International Education
- Members of the EDAB
- School principals
- Commercial International Education operators - ESL and Study Tours
- Redland City Mayor
- Redland Council International Ambassadors
- Executive Director of International Education, Department of Trade and Industry
- Council officers
- Ex Deputy Director General of Education
- CEO Regional Development - Redlands and Logan
- Chamber of Commerce and major employers
- Community organisations including the University of the Third Age (U3A)

For a full list of consulted stakeholders refer to *Appendix 1 Stakeholders and consultations*

Stage 3 was the development of the strategies and their associated action plans. This development was done in the knowledge that the Council's funding capacity and power to enforce activities is limited.

Strategies were analysed for the degree of Council input required, in terms of time and funding commitment within the role they could play. The estimations were made in the knowledge that Council is confined to the active roles of: to advocate, regulate, partner, facilitate and deliver or fund, as illustrated in Figure 2 Hierarchy of Council roles, Source: Noosa Shire Local Economic Plan, 2016⁸.



Figure 2 Hierarchy of Council roles, Source: Noosa Shire Local Economic Plan, 2016

⁸ Noosa Shire Local Economic Plan, 2016

The returns on Council's investment for each strategy were estimated in terms of benefits attained in relation to the key objectives sought in the Economic Development Framework. Based on the estimations of input and benefits, the strategies were prioritised and are presented in that order in Section 9 *Strategies and Actions*

Stage 4 was the presentation of these prioritised strategies to the EDAB in a workshop format. Following changes based on this workshop it was then presented to the Redland City Council.

Stage 5 is the completion of the final report to be submitted by May 24th, 2017.

3 Education and Economics

Conceptual Framework – Population, Participation and Productivity

The links between population, labour force, employment, productivity and GDP at the national level are outlined in the following chart. At the regional level, Redland City needs to address the same concepts and relationships. Redland City is a very open regional economy with very close economic links with Brisbane City. This means the in and out flows of productive capacity are much more important in scale than those for Australia.

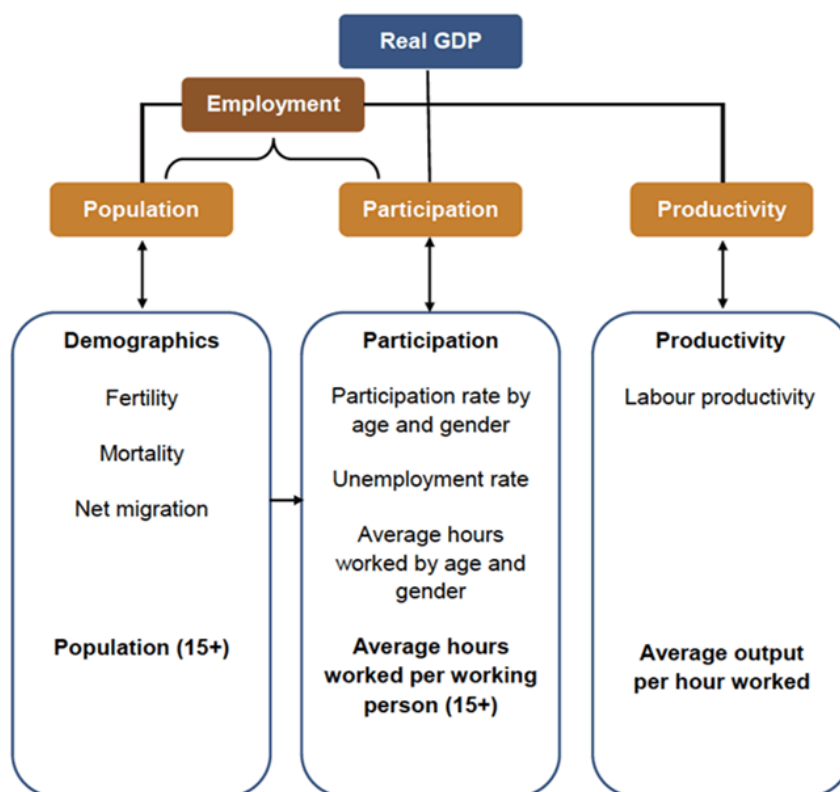


Figure 3 3Ps framework for real GDP
Source: Intergenerational Report 2010.

This framework provides an underpinning for the consideration of the forecasts of population, age structure impacts on participation, employment and the overall effect on Redland City GRP.

Economic structure as drivers for education and training

Governments invest significant sums in education and training to achieve social, cultural and economic objectives. More recently Commonwealth and State Governments have clearly focussed on the **economic** benefits of education, with education and training seen as key ways to increase economic productivity.

High level government strategies, such as in recent Intergenerational Reports, have addressed the challenges raised by an ageing population and have focussed on the 3Ps: **Population; Participation and Productivity**.

With an ageing and growing **population**, a key challenge is to grow Australia's human and social capital by enhancing the skills and opportunities. Investments in Australia's skills and infrastructure base will lead to

a lasting improvement in both **participation** and **productivity**.

On average, higher levels of education increase participation, productivity and earnings for individuals. Higher educational attainment is associated with lower levels of unemployment and higher wage levels.

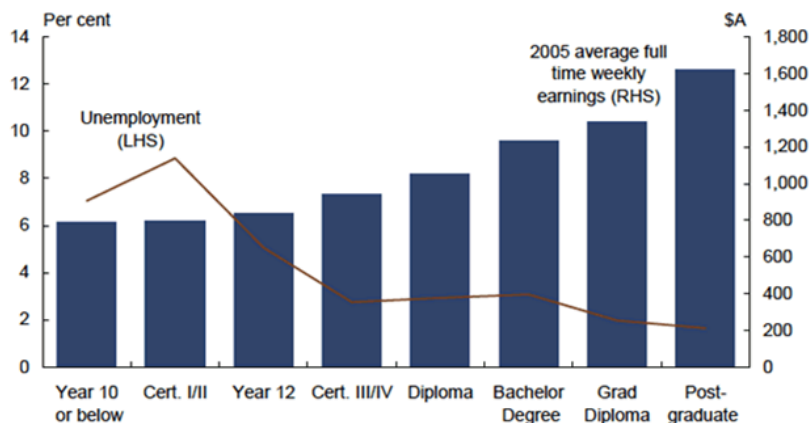


Chart 1 Association of Education with Employment Outcomes – Australia

Source: Commonwealth Intergeneration Report

The application of this broad relationship to the Education and Training Strategy and Action Plan is captured within the second of the two prong objectives for the strategy, that is, develop the economy by strengthening education and training qualifications and skills in Redland City.

The economic and education link is the key as higher and deeper education and training qualifications and skills are positively and strongly associated with the following:

- Higher labour force participation
- Higher productivity
- Lower unemployment
- Higher income
- Concentration in some industries, such as Health, Education, Public Administration and Professional services for degrees and Manufacturing and Construction for VET qualifications and
- Concentration in certain occupations such as Managers, Professionals for Degrees and Diplomas and above, and Technicians and Trade workers and Machinery operators and Drivers for Certificates.

In addition, higher education and training qualifications and skills are positively but weakly associated with longer hours.

The 3Ps economic strategy also responds to the fact that older populations are strongly and negatively associated with labour force participation, income and consumption, all of which make it more difficult to achieve the RCC EDF objectives.

The Australian Workforce Productivity Agency undertook a literature review of the association between formal and workplace based informal learning and individual and macro-economic outcomes.

⁹ The report found:

“Numerous studies have examined the association between learning (including formal learning and non-certified learning) and productivity. On balance, the literature tends to find that learning has a significant and positive effect on productivity both at the micro (individual or firm) and macro (economy) level.”

⁹ Australian Workforce Productivity Agency. Human Capital and Productivity Literature Review. 2013

The following charts illustrate the relationship between qualifications and employment for Australia in 2015. People in the labour force with higher qualifications are much more likely to be in employment than those without non-school qualifications. The marked dividing line is at the Certificate III and IV and above qualification level.

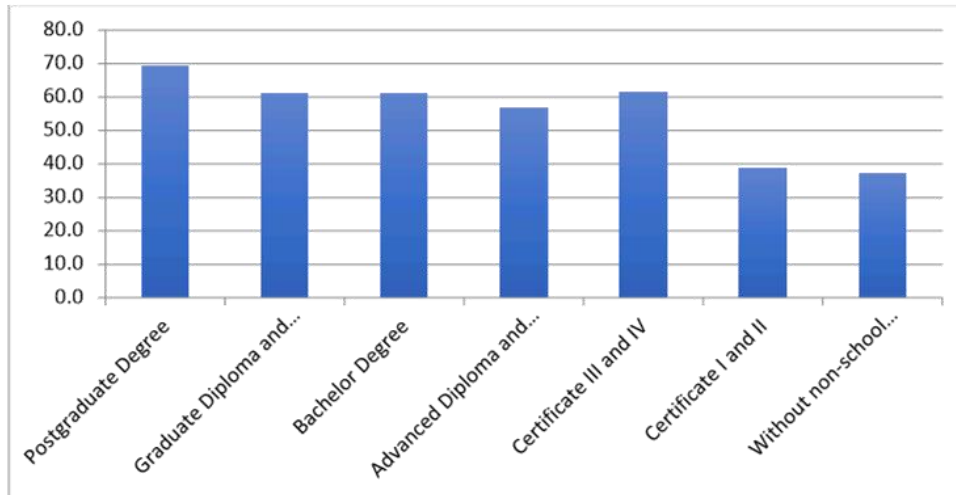


Chart 2 Relationship between full time work and qualifications, Australia 2015 (% persons)

Source: ABS Qualifications and Work, Australia 2015

Similarly, the people in the labour force with Certificate III and IV and above qualification level are much less likely to be unemployed than those without those qualifications. Having a Certificate I or II offers no advantage over those with no post school qualifications. They do however provide an effective foundation for progression to Certificate III and above. (Note: Certificate III is a vocational certificate at the qualification level of Year 12¹⁰)

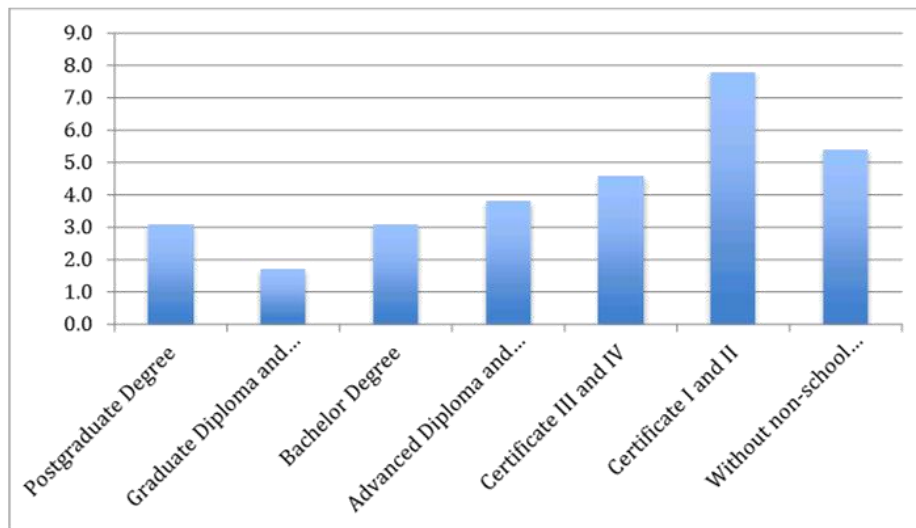


Chart 3 Relationship between unemployment rate and qualifications Australia 2015 (% persons)

Source: ABS Qualifications and Work, Australia 2015

¹⁰ Australian Qualifications Framework

The following chart shows the spread of qualifications by industry in Redland City at the 2011 Census. The industries with higher proportions of their workforce with bachelor degree and above include Health, Education, Professional services, and Public Administration, as is the case for Australia. A high proportion of these industries comprise public sector employment. Certificate III and IV qualifications are most common in Construction and Manufacturing as with Australia, but also in Health and Retail. The *Not applicable* are in the main those with no post school qualifications.

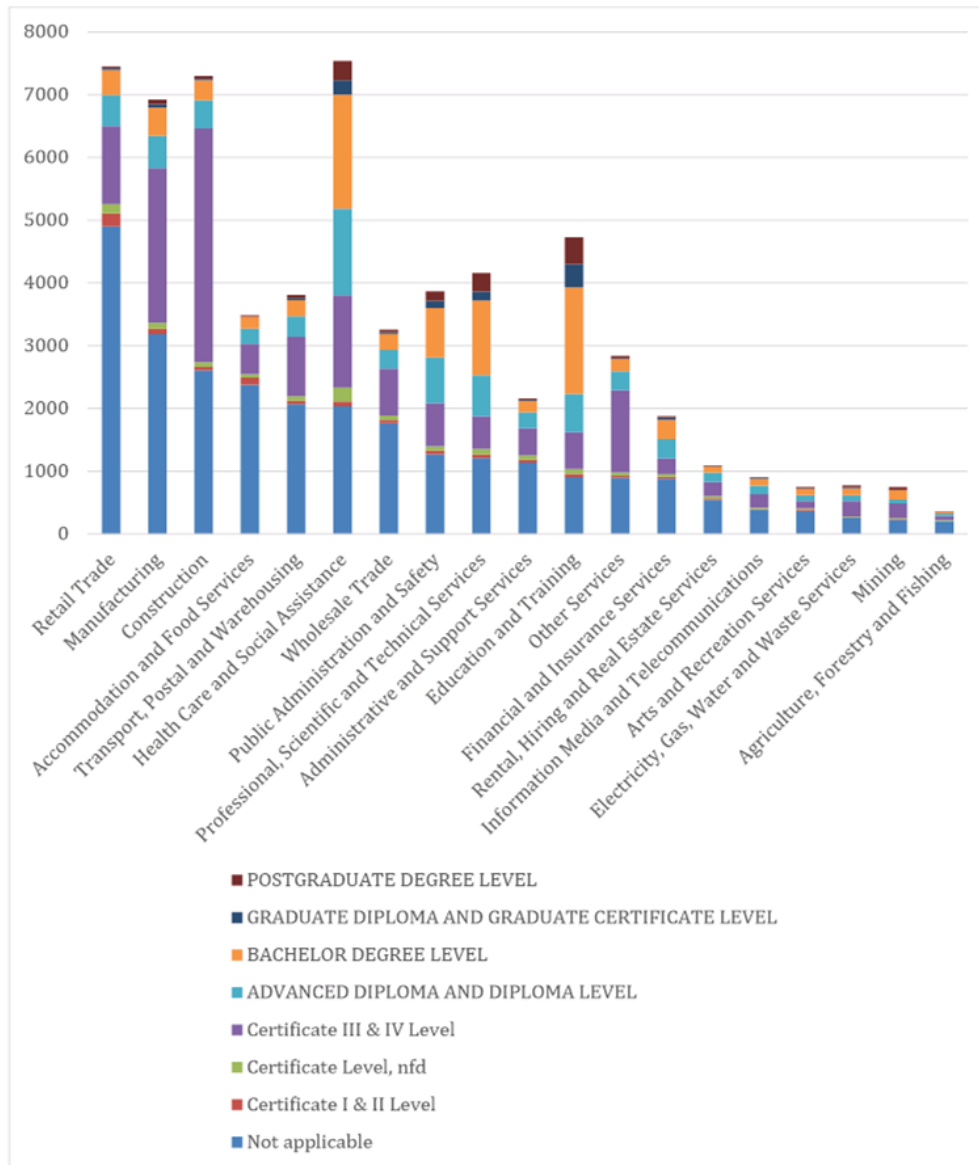


Chart 4 Qualification distribution for each industry - Redlands – Number

Source: ABS 2011

On a percentage allocation basis, the following chart shows that the industries with the highest proportion of their workforce with no post school qualifications are Accommodation and Food Services (68%), Retail (65%), Transport and Warehousing (55%).

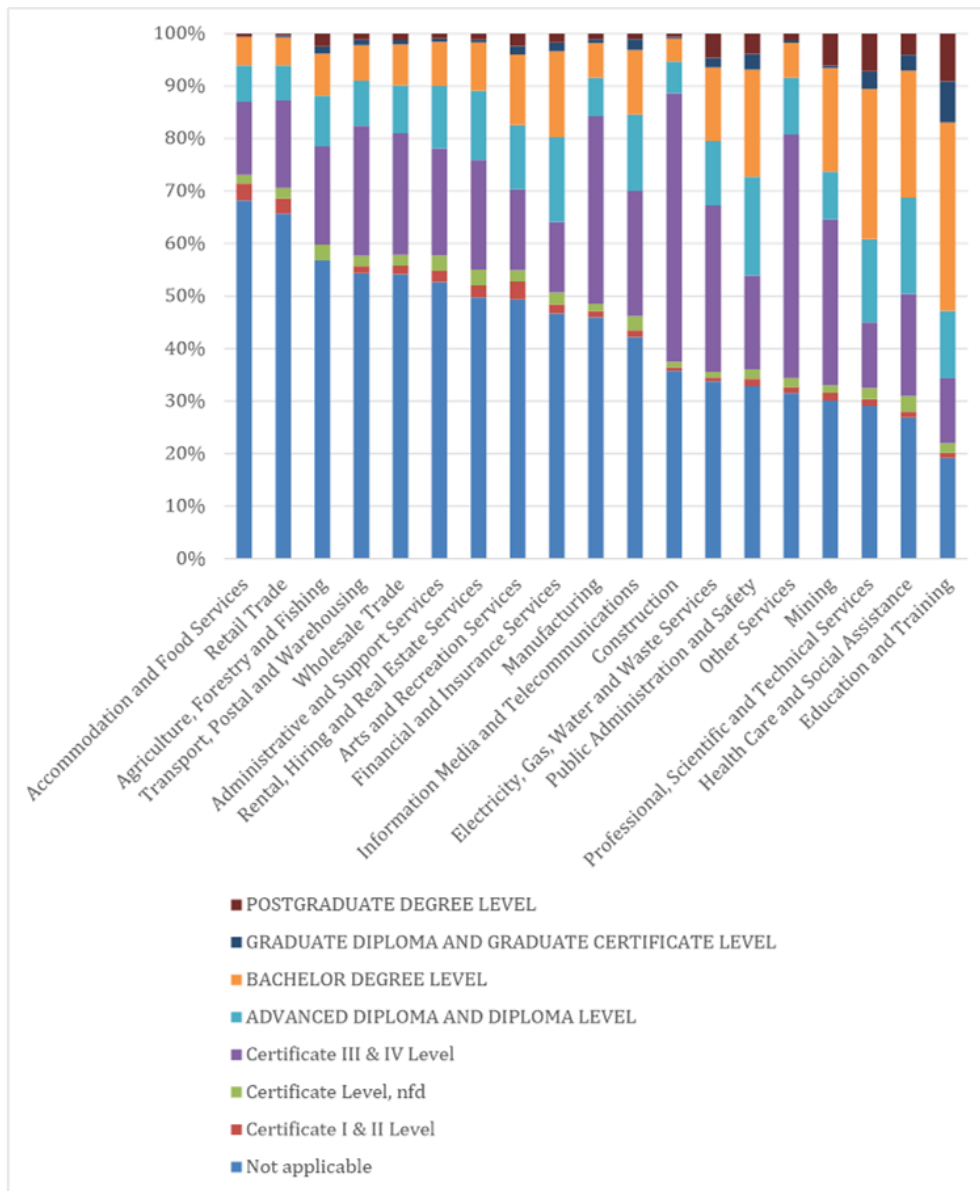


Chart 5 Qualification distribution for each industry - Redlands – Percentage
 Source: ABS 2011

For Redland City, the clear link between income and qualifications is shown in the following chart. Those with the higher qualifications have on average much higher incomes than those on lower level qualifications and those without post school qualifications have the lowest incomes.

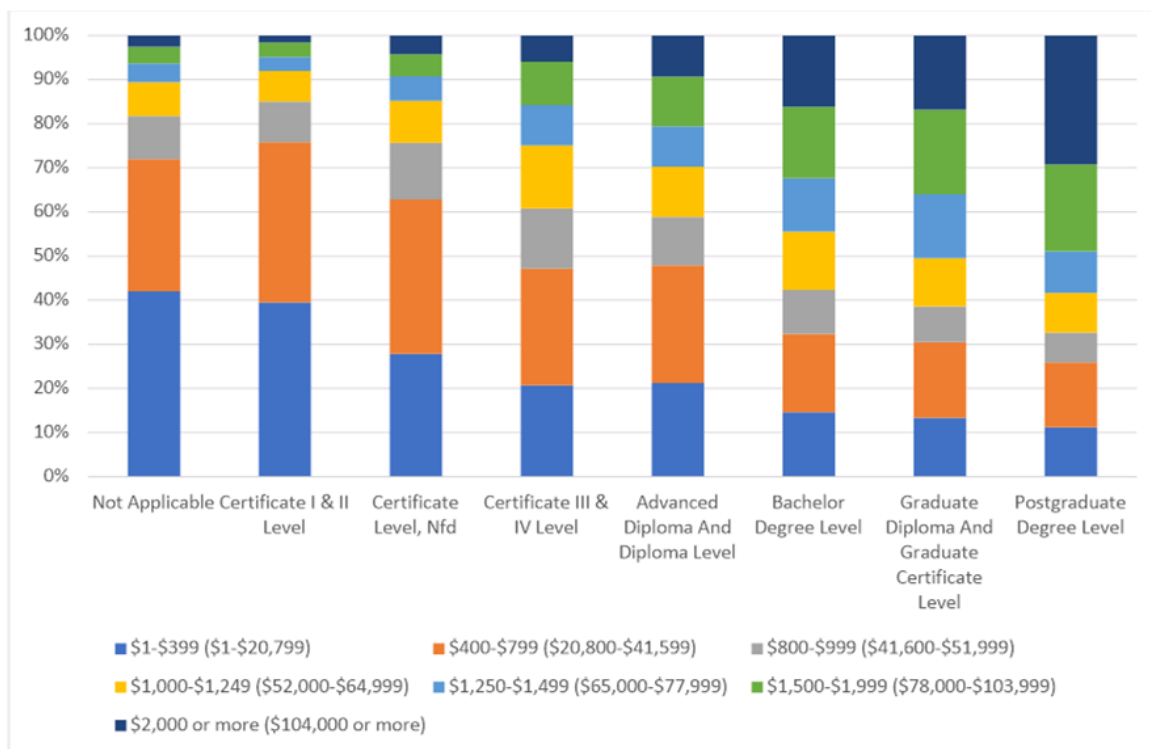


Chart 6 Redlands Labour Force, by education and income
 Source: ABS 2011

The most direct links between education and training inputs and the Redland City GRP objective are through the following:

- Within the existing industry and occupational mix, higher labour force participation leads to more hours, higher productivity, lower unemployment, higher income and higher consumption
- With a change of industry and occupation mix towards those industries that have higher densities of qualifications and skills that typically also have higher incomes
- Through the link of employment to income via the income method of measuring GRP

Actions to consider

- 1) As employment data by industry and occupation is readily available and provides the most useful proxy for GRP, it should be the focus of initial KPI measurement for the RCC Strategy and Action Plan.
- 2) Redland City needs to focus on those education/economic links that will best (most productively, effectively and efficiently) lead to achievement of EDF objectives including GRP, exports and jobs.
- 3) Strategies to achieve the points above are largely within the EDF but need to be sharper and more focussed with clearer pathways between the situation now and the EDF objectives for 2041.

Industry linkages

The Education sector demonstrates three main linkages with other industries, two direct and one indirect:

- Direct Input linkages. These are the services required by education to continue functioning eg cleaning. These are discussed below.
- Direct Output linkages. These are the impacts increasing education has on other industries.
- Indirect linkages relate to consumption by members of the education industry and is also discussed below.

Direct Input linkages. The Education and Training industry has few significant 'input' inter-industry linkages apart from with the Government and Household sectors. The reason for this is that a very high proportion of Education and Training expenditure is on wages and most income for the education and training industry comes from Federal and State governments. The main cross industry linkages are with Cleaning services, IT, Books and paper and Construction.

In the case of Redland City, cleaning services are likely to be provided locally, but most IT products and services, books and paper will be imported from other Queensland Regions, interstate or internationally.

The opportunity to increase the direct industry linkages with the Education and Training industry is to ensure that Redland City businesses be aware of, bid for and win tenders to provide goods and services to state government or private schools in Redland City. Building industry capability in the other industries in key target areas is the key.

There may be scope for Redland City Council to provide some form of local priority for Redland City residents in its hiring practices. Schools have raised this issue in relation to the employment of apprentices and trainees by the Council.

Action to consider

- 4) *Review the potential for large tenders and contracts within the industry, such as cleaning contracts, to be allocated locally.*

Direct Output linkages. The impact of education on other industries has been well discussed in the explanation of the two-pronged economic impact of education – i.e. the impact of the economic flows from the industry itself and the impact it has on raising the skill level in other industries. For Redland City, this is particularly relevant for Tourism.

Redland City Council already has a Tourism Strategy and Action Plan¹¹. It clearly identifies challenges in attracting and retaining semi-skilled and skilled staff to the industry. Such linkages need to be clearly articulated and acted upon.

Actions to consider

- 5) *All Redland City industry strategies should include a Strategy to address skill gaps, i.e. an industry education and training strategy.*
- 6) *Develop a strategy specific to Tourism to address identified skill gaps. This may include a model embedding training and assessment within the industry.*

The indirect industry linkages provide greater scope for Redland City, given the high proportion of wages within the industry, accounting for 84.1% of the contribution to Gross State Product (GSP) for that industry. Growth in employment and the level of employment self-containment are the keys.

The background population growth in the relevant age groups is a key determinant as in 2011 some 80% of all employment in the Education and Training sector was in Pre-School, Primary and Secondary education. More children at school means more jobs in the industry and the scope for increased local expenditure by staff.

¹¹ Redland City Council already has a Tourism Strategy and Action Plan

Initiatives arising from this Strategy will result in more jobs in the Education and Training industry and make Redland City less exposed to limited projected growth in the key student age groups.

The other key variable is to seek to increase the employment self-containment in the industry. In 2011 about half the people who worked in the industry in Redland City lived elsewhere.

People who both live in Redland City and work in the industry in Redland City are more likely to spend locally and hence increase consumption demand in retail, personal services, business and financial services, etc. and hence boost local employment.

Having people work close to where they live, and hence reduce the transport burden, is an underlying principle of successive versions of the South East Queensland Plan. The concept above is consistent with this broadly stated objective, but implementation through public and private schools may prove difficult to achieve. The Department of Education has live-work maximum distance guidelines but these are too high to be relevant for Redland City.

4 The Education Sector – the shifting paradigm

Mega trends as a driver for education and training

The world is experiencing unprecedented rates of change in many areas that will drive the demand for education and training and the nature of employment. Current statistics cannot fully predict the future as it is expected that many jobs needed in the next 20 years have not yet been invented.

Many commentators have examined future drivers and prospects. The CSIRO has identified the following mega trends, defined as a major shift in environmental, technological, social and economic conditions that will substantially change the way people live.¹² All of the trends will have direct and indirect impacts on education and training and on work. The most relevant for this project are:

- Climate change is expected to be an additional challenge
- Coming decades will see the world economy shift from west to east. China and India will be the major drivers
- Rapid income growth in Asia and to a lesser extent in South America and Africa will see billions of people transition out of poverty and into the middle-income classes
- In 1980 the weighted centre of gravity of the world economic activity was in the mid north Atlantic. By 2030 it will be located between India and China
- Australia and many other advanced countries have an ageing population. This will change people's lifestyles, the services they demand and the structure and function of the labour market
- In advanced economies there is a rising demand for experiences over products and a rising importance of social relationships
- Shifting impacts of technology on jobs and the skills required
- Casualisation of the workforce
- Careers have moved from being linear to a matrix
- Increase in global education

The more direct impacts for Redland City are likely to include:

- Opportunities for international education particularly serving the Asian markets
- Opportunities and challenges in adapting to new technology
- Increased export opportunities for services in particular
- Meeting the demand for goods and services from an ageing but active population
- To work closely with Brisbane City as it pursues its international education objectives

These changes will result in significant job and skills shifts. These in turn will have major impacts on education required. With the need for ongoing changes in skills education providers will need to be agile, adaptable and close to industry.

Technology and education

Rapid changes in technology have led employers to increasingly select employees with 'off the shelf' skills to meet these changing needs. This means increasingly individuals need to take responsibility to develop their own portfolio of skills and knowledge. The impact on the workers is the need to develop a commitment to life-long learning.

Increases in Artificial Intelligence (AI) reduces the employment of those without technological skills as AI takes over the more repetitive and increasingly non-repetitive tasks. The use of robots in factories is an example which has had impacts over the last 3 decades. Now as we move into more sophisticated and less repetitive AI such as simulation and drones, low to medium level employment will diminish. Employees will continually need to adapt and upskill.

¹² CSIRO. Our future world. 2012 Revision

Changes in career and work structures

Careers are not linear

Careers are no longer linear. They are more like a three-dimensional matrix as workers move up the ladder across industries and across skill sets. Once again this emphasises the need for the worker to have a portfolio of knowledge and skill sets. It will be the responsibility of the worker to develop and update this portfolio as employment mobility increases, and industry becomes wary about overinvesting in employees.

An important implication of developing a portfolio of skills and knowledge for moving through this matrix is Recognition of Prior Learning (RPL).

Remote delivery of services

Technology is increasing the delivery of services remotely. In education terms this means online delivery of training and assessment. Uptake of online delivery of education has been varied. The uptake of free education via the MOOCs (Massive Open Online Courses) has been huge. Coursera took 4 million enrolments in their first year.

Uptake of online vocational delivery has not been high due in part to the poor reputation of some providers. However, with the added drive of globalisation this form of delivery, particularly with regard to non-accredited training, is on the increase.

Casualisation and increases in part time workers

ABS data for July 2015-2016 showed a rise in the employment headcount of 220,000. 190,000 were part time¹³. Historically part time employment has been seen largely as a lifestyle choice but this is no longer the case as it is now driving up underemployment which is at its highest level ever. This is felt most keenly in the services sector and particularly the health and tourism sectors which are both major industries within Redland City. The impact of this is again that industry is seeking more and more 'off the shelf' skills and are not 'overinvesting' in training staff.

Ageing population

The ageing population means an increased level of vocational training will be needed to support the wellbeing of the ageing cohort. This clearly means an increase in wellness (Pilates, Yoga etc.) programs, as well as the predicted increase in demand for allied health such as aged care and nursing. In this regard, it is noted that Redland City has a very active U3A focus and, with increasing ageing, demands for these types of services will grow strongly. Similarly, the programs run by RCC will be under pressure as the older population increases.

There is also a likely impact on the retirement age as there are expectations and economic imperatives keeping employees in the workforce for longer.

Globalisation and the international student market

Increased globalisation has led to increased demand for English language and for qualifications taught in English.

In 2015, the Australian Government Department of Education and Training commissioned Deloitte Access Economics to assess the value of international education to the Australian community.

The report found that in 2014-15, the ABS valued exports from international education at \$18.8b, making it Australia's third largest export¹⁴. In addition, the following also make important contributions but are not captured in the above export data:

¹³ ABS 2011

¹⁴ Australian Government, The Value of International Education to Australia. Prepared by Deloitte Access Economics.

- Education related expenditure by those on non-student visas studying ELICOS, was estimated to contribute an additional \$205 million in export revenue;
- Tourism expenditure by visiting friends and relatives who come to Australia to visit an international student, was estimated to be worth \$282m;
- Revenue from offshore campuses was estimated at \$434 million in 2014, comprising \$382 million from higher education and \$53 million from VET, and
- Revenue from international students undertaking study tours at Australian public schools, was estimated to be worth \$14 million in 2015.

This export revenue was estimated to support over 130,700 Full Time Equivalent (FTE) employees and international education was estimated to contribute \$17.1 billion to Australia's GDP in 2014–15.

The report also found there were broader social and cultural benefits of international education including:

- Increased entrepreneurship, knowledge exchange and international collaboration;
- Investment links and soft diplomacy, and
- Social benefits flowing from improved cultural literacy, stronger cultural linkages and enhanced cultural capital.

Since the report was prepared, 2015-16 export data has become available that shows the export value of international education to have increased by 9.4% for Australia¹⁵. Other measures would be expected to increase proportionately.

From 2014-15 to 2015-16 the value of international education exports for Queensland increased from \$2.86b to \$2.97b. Due to Queensland's geographically dispersed population with associated education and training facilities, there is a much higher proportion of international students in the regions than in other states.

Rank	Commodity	2013-14	2014-15	2015-16	% share 2015-16	% growth	
						2014-15 to 2015-16	5 year trend
	Total (b)	330,976	318,298	312,312	100.0	-1.9	1.0
1	Iron ores & concentrates	74,671	54,519	47,758	15.3	-12.4	-3.2
2	Coal (h)	39,960	37,882	34,542	11.1	-8.8	-5.2
3	Education-related travel services (c)	15,870	18,180	19,881	6.4	9.4	5.7
4	Gold	13,261	13,506	16,583	5.3	22.8	1.1
5	Natural gas	16,305	16,895	16,546	5.3	-2.1	10.7

Table 1 2015-16 Australia's top goods and services exports (\$billion)

Source: Department of Foreign Affairs and Trade. *Composition of Trade Australia 2015-16*

¹⁵ ABS, International Trade in Services. Cat 5368.0.55.003

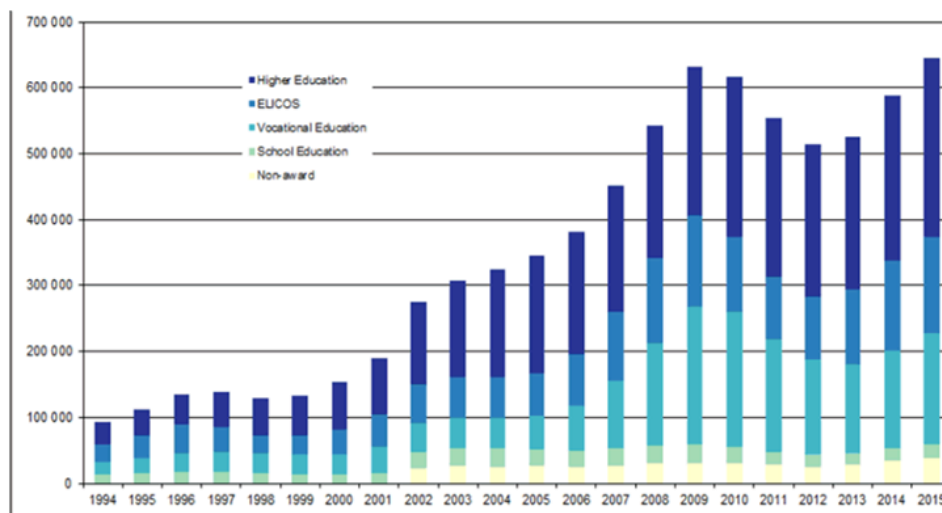


Chart 7 International student enrolments Australia 1994 to 2015

Source: DET 2011

Queensland has 15-25% of the Australian International student market, depending on the sector. It is highest for ELICOS and Schools and lowest for Higher Education, refer to Table 2 Queensland Enrolments 2012 to 2015. The Australian break down of the international student sectors is provided in Chart 7 International student enrolments Australia 1994 to 2015.

It is estimated that the contribution from the international sector to total enrolments varied from 100% in the ELICOS sector to just 0.5% in the schools’ sector.

Sector	2012	2013	2014	2015
Higher Education	35,159	35,257	37,939	39,456
VET	22,201	20,380	23,551	27,449
Schools	3,896	3,749	3,948	4,299
ELICOS	19,539	22,853	25,895	26,024
Non-award	4,699	5,033	5,990	6,023
Grand Total	85,494	87,272	97,323	103,251

Table 2 Queensland Enrolments 2012 to 2015

Source: DET

While the international education market has been growing it has demonstrated it is vulnerable to risks. There are a several factors which affect the international student flow making it at times a volatile market. Volatility is largely a result of:

1. Changes in the value of the Australian dollar
2. Highly publicised anti-foreign sentiment

In addition, while this market has always been the domain of the big four, Singapore and China are now making inroads in both English language courses and the teaching of higher education in English.

The rise in demand for education in Asia has driven a substantial increase in demand for education services in Australia. The most notable impacts have been for Higher Education, English language education and private VET RTOs. International students are also an important but lesser addition for TAFE and Schools. There were about 650,000 international student enrolments in Australia in 2016, which is about the same as the combined populations of Redlands, Toowoomba, Townsville, Cairns and Rockhampton.

Chart 8 Queensland onshore enrolments by sector 2005-2015 shows the fluctuation in the International Education market over time.

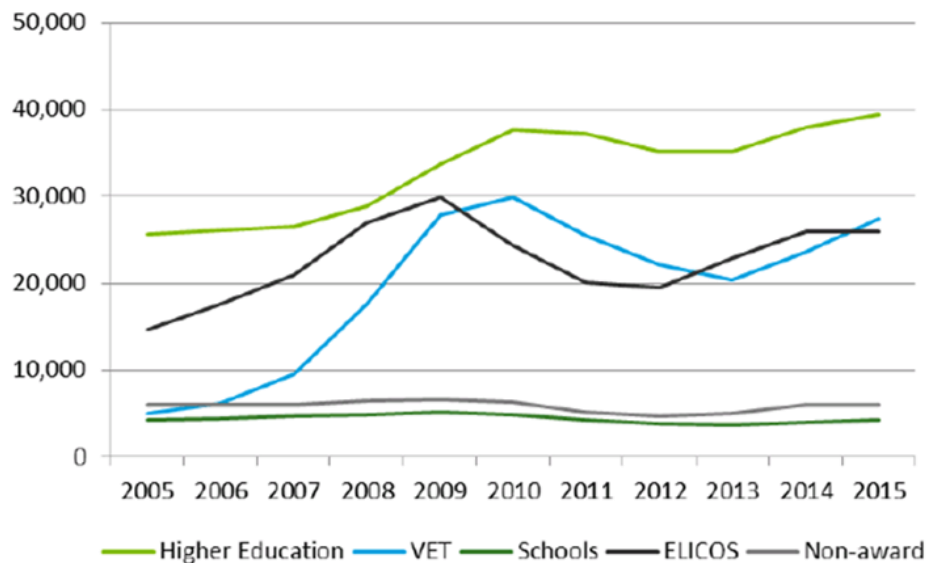


Chart 8 Queensland onshore enrolments by sector 2005-2015

Source: DET/Deloitte Access Economics, 2016

Greater Brisbane accounts for about 65%-70% of the international students in Queensland, and Redland City has only a few providers with minimal numbers.

Both globalisation and the teaching of qualifications in English have led to a broader range in the structure of universities – away from the traditional edifice.

Now more international university networks are being created to capitalise on a range of specialist and niche markets. A good example is Laureate International Universities which has a network of 70 campus based and online universities across 25 countries. These universities tend to be more opportunistic and flexible in their operations than the traditional universities. The result is they are often also more industry focussed.

Existing universities are strengthening their positions through creating global partnerships and networks of student, faculty and academic exchange.

University Network collaborations have capitalised on the accessibility of the internet and their pulling strength created the Massive Open Online Courses - MOOCs. This market is dominated by Coursera a network of 200 plus universities, including Stanford, Shanghai, Melbourne and Sydney Universities - across 29 countries, with 36% of the market. This has introduced a new kind of education which is free, accessible and focussed more on self-driven learning and less on qualifications.

There are several compelling reasons Redland City should enter the International Education market:

- Queensland differs from the other states in that International Education is not capital city centric – there is regional success and now a regional focus in the new International Education strategy.
- At the State level moving into the International Education market is timely:
 - International Education is a major focus with the release of the International Educational and Training (IET) Strategy.
 - The Queensland International Education strategy commits \$25.3M over the coming 5 years to four strategic imperatives including 'Strengthening our Regions', specifically identifying:
 - 'Ensuring coordination and collaboration with local government and RSOs.

- *Leveraging the linkages between other regional services and industries, such as tourism.*
 - *Building leadership and capacity in all regions.*
 - *Understanding the unique selling proposition for students studying outside of a capital city.*
 - *Providing local access to information and support for international students.¹⁶*
- Redland City has a limited local economy in part due to an estimated resident population of only 149,987. Any economy relies on Population, Productivity and Participation. This strategy raises the Population aspect of this equation.
- Redland City has a range of features, which would make it an attractive proposition to many international students, these include: an Australian community-based experience; diverse beautiful landscapes; access to an Indigenous culture; affordable accommodation; and easy access to a large city, a significant advantage.
- There is significant good will from commercial and Government organisations to support Redland City's growth in the international education sector.
- Redland City has a strong School sector which is an enabler for Study tours of 2-6 weeks. Study tours are the base of the international education market. While this is not the most profitable sector it is the easiest to implement as a first step. In addition, study tours introduce potential longer term students to the area. While not all schools will be initially supportive, there are classrooms to support Study Tours.
- Redland City is well placed to provide an Australian community experience for students. There has been an assumption that students prefer the cities. However not all students are the same. Recent feedback on the student experience is revealing an aversion to international student enclaves, which often occur in the popular cities, and a desire for a 'community' experience and a sense of connectedness. Redland City has areas of strong community which can offer this community experience.
- Importantly there are international education business models suited to growing the Redland City international education footprint. There is a step by step pathway into the International Education industry with few barriers to entry including relatively low investment. The early step of systematically introducing study tours provides substantial economic input through fees to schools, tourism outlets, hospitality and homestay. This can be done with relatively little investment.

Socio economic status as a driver for the education and training sector

Socio economic status indices (SES) measure a wide range of demographic, social, income, occupation, education and other variables as a composite measure of the general well-being of a community. There are clear links between some SES indices and education and training participation, attainment and ongoing employment experience.

A recent study by the Centre for International Research on Education Systems at Victoria University for the Mitchell Institute found that:¹⁷

- A student's family background plays a significant role in determining educational pathways
- At all stages of learning and development, there remains a strong and persistent link between a person's socio-economic status and educational outcome
- Socio-economic disadvantage has a greater impact on educational opportunity than any other factor considered

¹⁶ Queensland's International Education & Training Strategy, Department of Trade and Investment, Qld

¹⁷ Educational opportunity in Australia 2015. Centre for International Research on Education Systems at Victoria University for the Mitchell Institute

- Socio-economically disadvantaged students attend fewer hours of early childhood education, have lower attendance at school, are more likely to leave school early, and are less likely to go to university
- Research suggests that young people who are not fully engaged in education or employment (or a combination of both) are at greater risk of unemployment, cycles of low pay, and employment insecurity in the longer term

The Australian Curriculum Assessment and Reporting Authority annually test school students across Australia through NAPLAN (National Assessment Program – Literacy and Numeracy). They recognise the impact of a range of social factors such as English spoken at home and education level of either parent, through the calculation of the school 'ICSEA' index (Index of Community Socio-Educational Advantage).

For Redland City schools, there is a clear correlation between the ICSEA Index and NAPLAN performances. This illustrates, at a practical level, the impact of social factors on educational performance, as well as the accuracy of this index.

There are areas of Redland City with especially low SES scores, particularly the Redland Islands. There are specific training needs for these communities, and not merely those on the Islands. The North Stradbroke Island Economic Transition Strategy Team (NSI ETS) will address many of these for Stradbroke Island and there has been consultation to align this Education and Training Strategy and that of the NSI ETS.

Actions to consider

- 7) *RCC needs to remain aware of the link between Socio Economic Status (SES) and education and training participation and outcomes. This needs to be a consideration in its Corporate Planning, City Plans, Operational Planning and programs. These plans and actions can have indirect but very positive impacts on the education sector.*
- 8) *Seek state government support to extend the NSI ETS program to other islands and RCC mainland Indigenous communities facing similar issues to those on NSI.*

5 The Redland City Demographics

Population projections

The population is vitally important for the EDF as the population is the source of labour supply and hence income, a major source of consumption of goods and services and the base from which education and training services are directed.

The EDF seeks to achieve a population for Redland City of 206,000 by 2041 with annualised average growth of 1.2%. This is consistent with the projections in the current Queensland government projections for Redland City.

In the EDF and the supporting research compendium, there is little attention to the projected age structure for Redland City. However, changes in the age structure of Redland City population will have profound impacts on the achievement of the EDF employment and hence GRP objectives. For the education and training sector, the changes in the age structure offer severe challenges but also opportunities.

The key point from the Redland City population projections is that most of the increase in population from 2016 to 2036 will be in the older age cohorts and very little growth in those age groups that are the main clients of primary and secondary school education.

The population projections show:

- Over 65% of the population increase in Redland City from 2016 to 2036 will be 60 and over
- From 2016 to 2036, an increase of only about 1,000 in the main primary school age group (5-9), that is equivalent to only about one additional primary school
- From 2016 to 2036, an increase of only about 3,100 in the main secondary school age group (10-19)
- Small increase in the number of people 20-24 (best fit for main tertiary education age group) of less than 1,000
- That the main working age population (25-59) where labour force participation rates are highest, has a declining share of population and accounts for only 17% of the increase 2016-2036

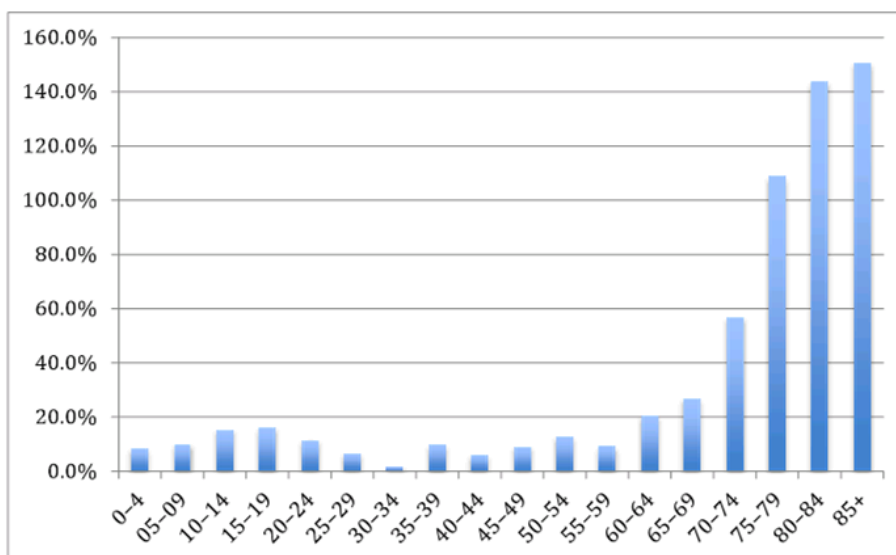


Chart 9 Redland City Population 2016 to 2036 by 5-year age groups (% increase)
 Source: Queensland Population Projections 2015 Medium Series

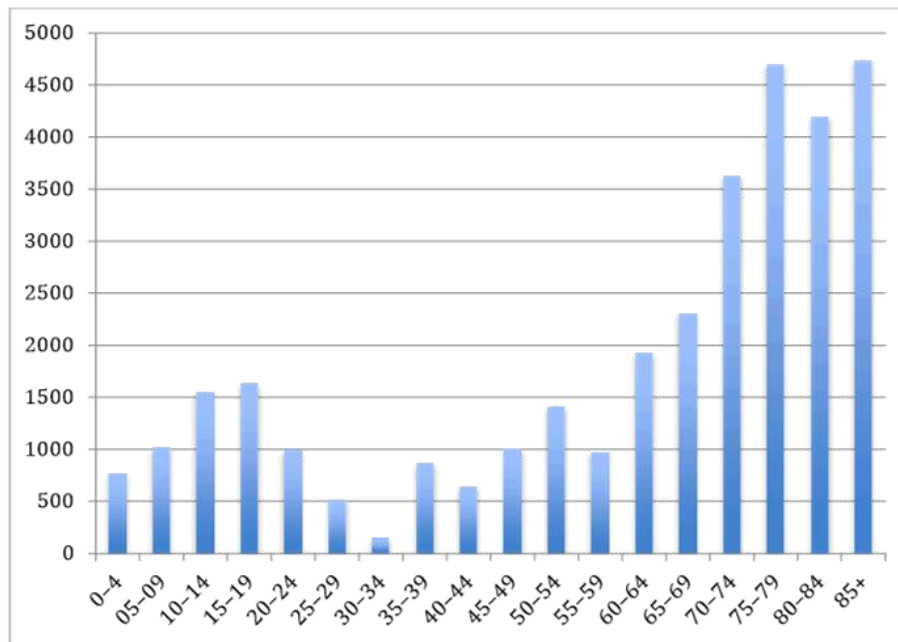


Chart 10 Redland City Population 2016 to 2036 by 5-year age groups (number increase)
 Source: Queensland Population Projections 2015 Medium Series

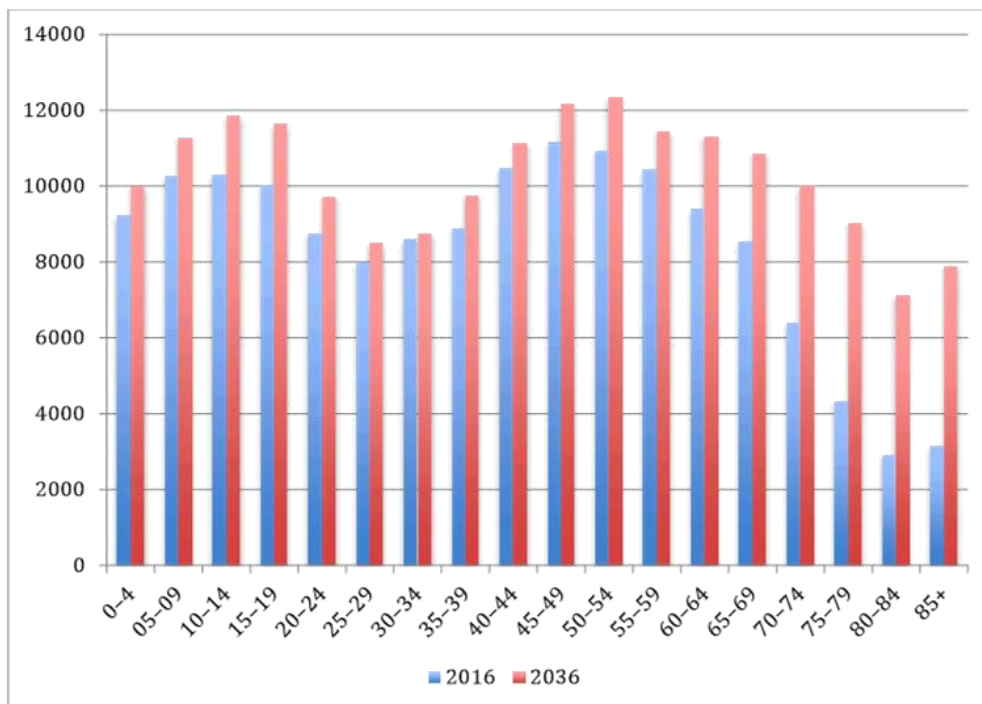


Chart 11 Redland City population 2016 and 2036 by 5-year age groups comparison (number increase)
 Source: Queensland Population Projections 2015 Medium Series

The implications of the age based population projections include:

- For the economy, a rapidly ageing population means significant reduction in income and expenditure as ageing of population means lower labour force participation, lower income, consumption and economic growth
- The small net increase in the main primary school aged group is equivalent to only about one additional primary school and primary school teachers
- More primary schools will be needed in new areas in the southern part of the City, but there will be enrolment declines and teacher reallocations in other older areas
- The increase in the main secondary school age groups (10-19), is equivalent to about 2 secondary schools in net teacher employment terms, with new schools needed in the south and reductions in the older northern areas
- The small increase in the number of people 20-24 on top of the established leakage patterns for tertiary education raises doubt about attracting a conventional university to The Redlands
- Serious employment and economic growth implications resulting from the hollowing out of the main employment age groups (25-59) where labour force participation rates are highest

On the basis of these projections, Redland City can rely only in part on population driven demand for growing the primary or secondary sectors and these are by far the biggest employment components, accounting for over 80% of education and training jobs in Redland City in 2011.

There needs to be a sense of great urgency to develop the education industry by other means, for example:

- Increase demand from within Redland City (achieve higher retention rates at secondary level)
- Meet the needs of the aged population
- Meet the training needs for the workforce needed to serve the rapidly ageing population in the health and welfare sectors including the role played by the two hospitals
- Ensure that the Health Precinct site to the south of the Hospital (old F&P factory) has zoning that would allow education as well as health uses
- Explore informal education and training for the active aged population such as wellness, physical activity and bike riding lessons for the over 60s, particularly for females
- Increase demand from outside of Redland City – with a focus on attracting international students

The ageing population provides Redland City with a significant opportunity to be a national leader in the provision of education and training services for the older population. Not only is the population ageing, but also in the main it is active and involved ageing where life-long learning should be acted out not merely spoken about.

Action to consider

- 9) *RCC to review the impact of the ageing of the population on the EDF GRP and employment objectives.*

Labour force and Employment

Forecasts of labour force participation rely on the population projections and assumed labour force participation rates, usually on an age specific basis. Labour force participation rates for males and females on an age specific basis undergo long term changes and are subject to changes in social and economic policies such as child care, pension age eligibility, tax and superannuation. Usually labour force participation rates are expressed as the proportion of the 15 years and over population either working or seeking work. Measures are heavily dependent on the definition of work used by the ABS.

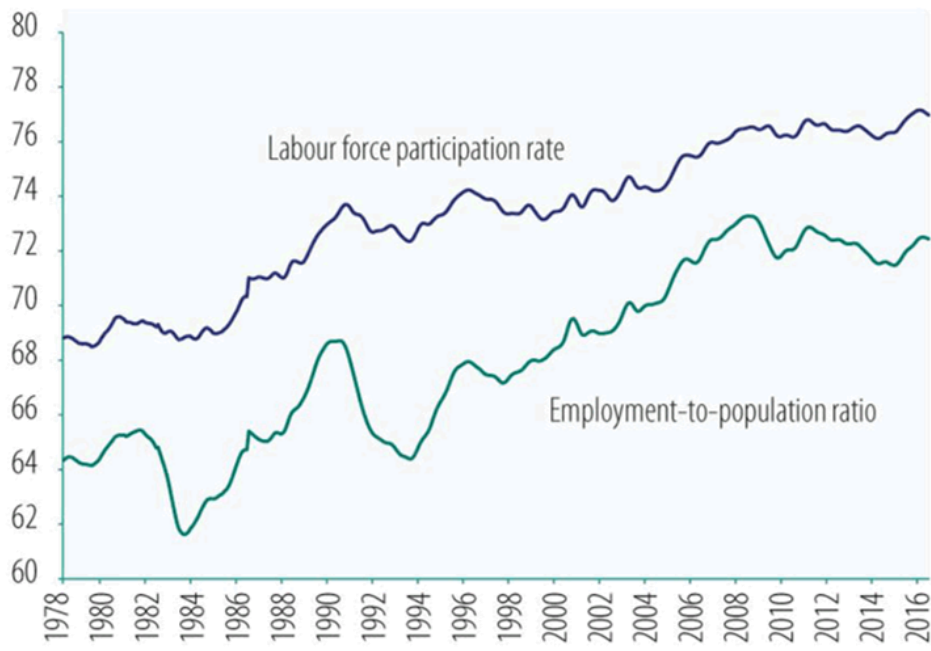


Chart 12 Labour Force Participation Trend Australia
 Source: ABS Labour force/DET

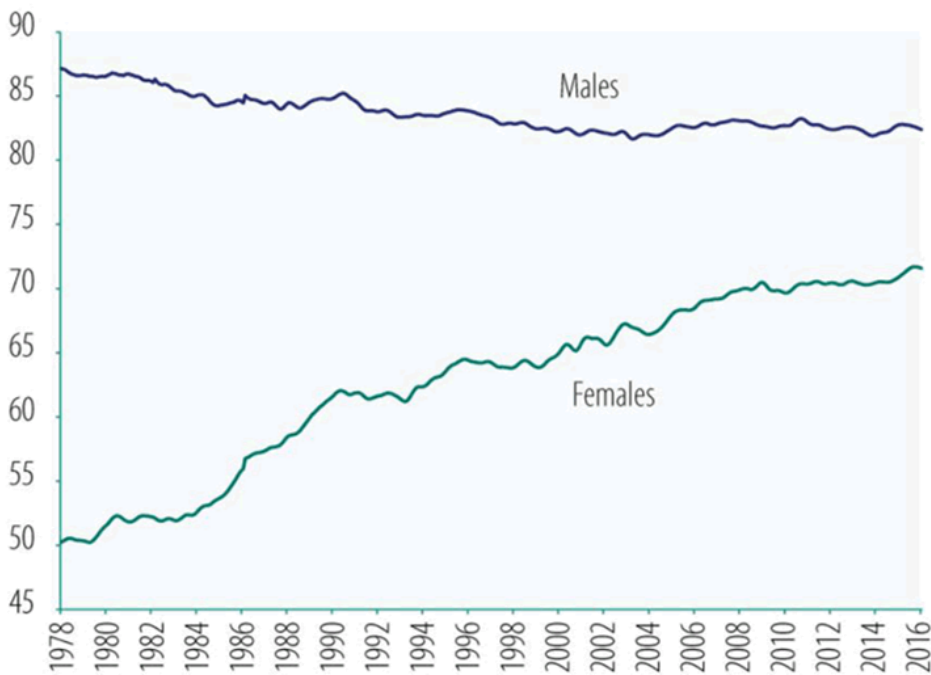


Chart 13 Percentage of those 16-54 years old in the labour force
 Source: ABS Labour force/DET

Average labour force participation rates flattened out in the past 10 years after sustained increases previously. Employment to population ratios have declined. The impact of the ageing population is most noticeable.

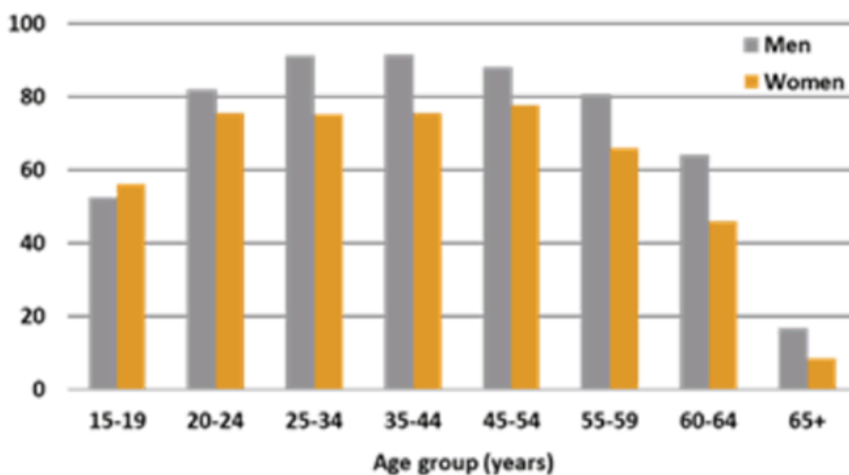


Chart 14 Age and sex specific labour force participation rates Australia
 Source: ABS Labour Force

From the labour force an assumed level of unemployment is deducted to provide forecast employment. Usually this is a measure of the non-inflation level such as 5.5% in the recent Queensland Government employment projections. Clearly unemployment may vary around this rate.

Following the sustained increase in participation rates over recent decades for those 15-64, the Commonwealth Treasury expects these to flatten out with little increase in the next 30 years. Due to the impact of the ageing population, participation rates for those 15 and over are expected to show a marked and sustained decline.

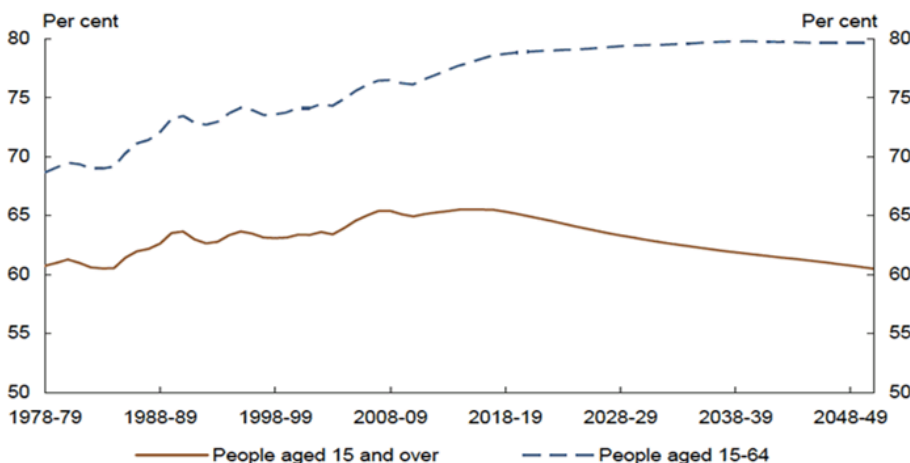


Chart 15 Historical and Projected participation rates
 Source: Intergenerational Report 2010.

Queensland Treasury has produced employment forecasts for LGAs in SEQ and for other regions in Queensland on an industry of employment basis. As the forecasts are on a place of work basis there are

assumed net flows between LGAs reflecting assumed employment self-containment rates. The forecasts are, appropriately, heavily qualified.

Based on models used nationally and for the state, larger aggregates (total labour force or employment for larger areas) are likely to be more accurate. As disaggregation proceeds to finer-grained LGAs, industry classifications and assumed flows between LGAs, the inherent accuracy will decline. The industry place of work forecasts for Redland City need to be used with considerable caution. But they are the best available.

The Queensland Treasury forecasts have been used in this project as they are the official Queensland set, used in the SEQ Plan and in a wide variety of other planning activities.

At a general level, the Queensland Treasury forecasts for total place of work employment for Redland City are consistent with the EDF objectives.

Employment in the Education and Training sector is forecast to increase more than average, increasing from 9.5% to 10.2% of jobs in Redland City.

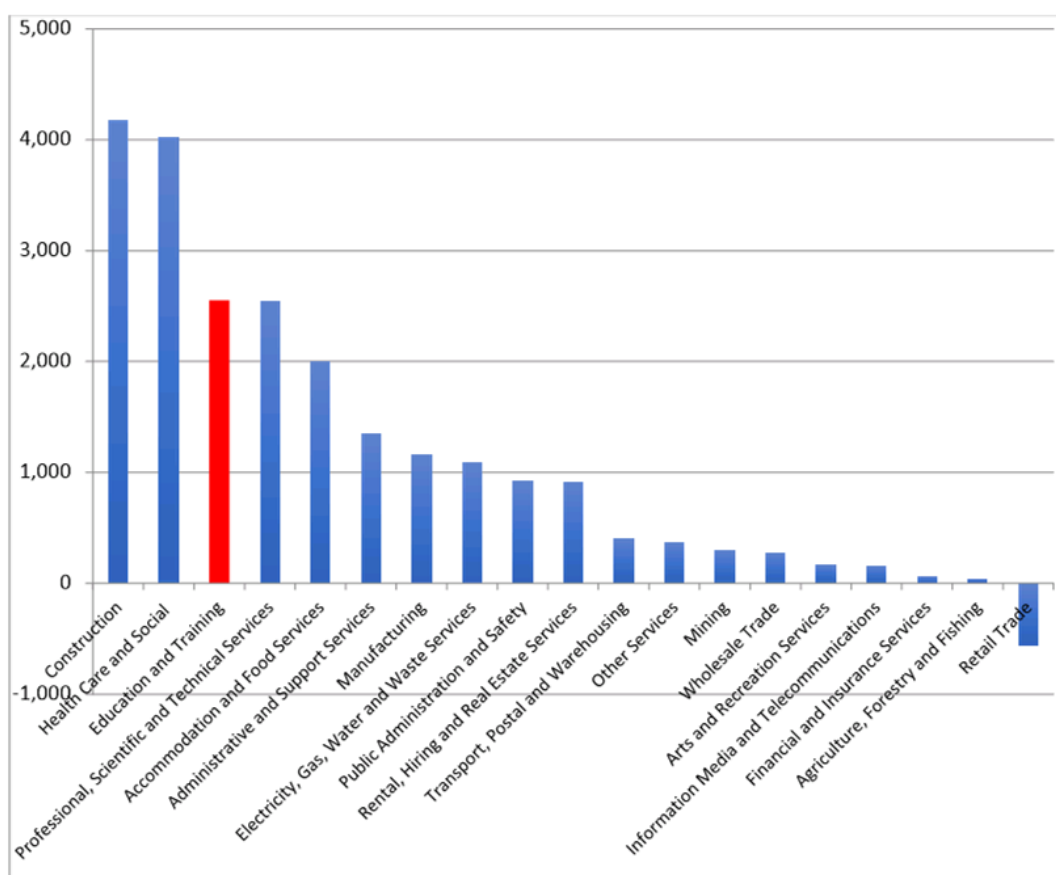


Chart 16 Place of work employment by industry Redland City 2016 to 2041 (number)
 Source: Queensland Treasury

In the period 2016 to 2041, the Queensland Treasury forecasts a small increase in the level of employment self-containment in Redland City from 49% working and living in the City to 53% and a corresponding small decline in those working in Brisbane City.

Demand for Qualifications, Skills and Occupations

The Australian Workforce and Productivity Agency forecast the growth of Australian employment on an industry and occupation basis from 2011 to 2025.¹⁸

For Australia, the industry groups with the largest increase, in terms of proportion of the total increase (averaged over four future economic growth scenarios) in jobs (2,604, 000) from 2011 to 2025 were:

- Health Care and Social Assistance, 24.5%
- Education and Training, 17.0%
- Professional, Scientific and Technical Services, 15.4%

In most Manufacturing and in Agriculture there is forecast to be a net reduction in jobs between 2011 and 2025.

The occupational groups with the largest increase, in terms of proportion of the total increase in jobs from 2011 to 2025 were:

- Professions, 38.0%
- Managers, 19.2%
- Community and personal service workers, 15.4%

As these three occupations groups account for 75% of the forecast increase, and Clerical and Administrative Workers another 9% of the increase, there is relatively low growth forecast for the other occupational groups (Sales Workers. Technicians and Trades Workers, Labourers and Machinery Operators and Drivers).

Based on individual occupations or closely linked occupations, major increases are forecast for:

- Functional Managers including Marketing, Finance, Human Resources, and Retail, 155,000
- Teachers, including Early Childhood, Primary, Secondary, VET and Private Tutors 130,500
- ICT including Programmers, ICT Managers, Systems Administrators and Systems Analysts, 121,000
- Registered Nurses, 92,000
- High level Managers including CEO, Managing Director and General Manager, 88,000
- Aged and Disabled Carers, 65,000
- Child Carers, 63,000
- Accountants, 47,200
- Education Managers (including Principals), 23,200
- Lawyers, 18,700

Overall the services are expected to continue their rapid growth. Of the top 50 occupations by growth, the education, health/welfare, ICT and management areas accounted for more than half.

High occupation growth does not automatically convert to high education and training demand, but it provides an indication of the areas of future opportunity. The Education and Health and Welfare sectors account for 9 of the top 30 occupations in highest demand. Both these industries have associated high demand for initial education and ongoing professional development.

¹⁸ Australian Workforce and Productivity Agency, Deloitte Access Economics Economic modelling of skills demand and supply 2012.

Individual Occupation			
1	Registered Nurses	16	Receptionists
2	General Clerks	17	Waiters
3	Aged and Disabled Carers	18	General Managers
4	Child Carers	19	Welfare Support Workers
5	Private Tutors and Teachers	20	Electricians
6	Advertising and Sales Managers	21	Secondary School Teachers
7	Chief Executives and Managing Directors	22	Drillers, Miners and Shot Firers
8	Software and Applications Programmers	23	Commercial Cleaners
9	Sales Assistants (General)	24	Generalist Medical Practitioners
10	Accountants	25	Human Resource Managers
11	Retail Managers	26	Finance Managers
12	Office Managers	27	ICT Managers
13	Sports Coaches, Instructors and Officials	30	Kitchenhands
14	Nursing Support and Personal Care Workers	29	Advertising and Marketing Professionals
15	Contract, Program and Project Administrators	30	Education Aides

Table 3 Place of work employment by industry Redland City 2016 to 2041 (number)

Source: Deloitte Access Economics. 2012. Average for four scenarios for Australia.

Colours highlight the health and education sectors

Deloitte Access Economics forecast, under a range of scenarios, that the projected qualification balance by 2025, would show shortages for:

- Postgraduate
- Undergraduate
- Advanced Diploma/Diploma

Comparative analysis - Redland City and other LGAs

The following comparative and competitive analysis of the external environment provides the basis of a SWOT assessment and the underpinning of consideration of key strategies.

The comparative areas chosen are the LGAs, like Redland, that surround Brisbane. They are:

- Ipswich
- Logan
- Moreton Bay

Together with Brisbane LGA they form the Greater Brisbane area. The four LGAs have different characteristics, but have a common objective of building the education and training infrastructure in their areas as a means of developing their local economies. These LGAs are major competitors for Redland City in attracting public and private investment into the education and training industry. Government agencies and education and training providers will undertake a needs type analysis in assessing the location and scale demand and whether investment is justified against competing education and other demands.

The main comparative measures are those that drive economic growth, drive the demand for education and training and highlight the role that education and training play in contributing to regional growth. They include:

- Population
- Age structure
- Education participation
- Employment participation
- Social demand drivers

Location

Compared with Ipswich, Logan and Moreton Bay LGAs, Redland City has locational disadvantages including:

- It is small and in 'gravity' market analysis terms is pulling against Brisbane, without offsetting advantages
- South and East Brisbane City provide intervening opportunities
- It is not on a main thoroughfare, on the way to other centre, as are other comparable locations.

Transport linkages compound the locational disadvantages, particularly in the rapidly growing southern part of Redland City.

These factors place limits on the potential to attract students from other areas, unless there is a compelling reason for students to overcome the inherent locational disadvantages.

Strategic implications of location

For education and training facilities that seek to serve more than a local market, it will be more difficult to expand the market and draw students from other LGAs towards Redland City. The exception is for highly specialised and highly attractive education and training services that capture and command new opportunities or where locational features of Redland City are a positive attraction.

State planning intent

ShapingSEQ, the Draft SEQ Plan (2016), outlines the State Government's economic and planning objectives for SEQ.¹⁹

Within the scope of the comparative LGAs included in this report, the broad objective is to focus on the development of the western, southwestern and northern corridors of Greater Brisbane. The focus of this attention means that Redland City receives relatively little attention and there are no major State initiatives that will change the basic trend directions for Redland City except the identification of additional land for development in southern Redland Bay and an Investigation Area in southern Thornlands.

In relation to other economic opportunities, *ShapingSEQ* states:

"Cleveland–Toondah Harbour includes the Cleveland regional activity centre, Toondah Harbour Priority Development Area, Redlands Research Station, Redlands Health Precinct, and adjacent industry and enterprise area. While it does not have the scale or potential to be an area of regional economic significance, this area could support specialisations in priority sectors of tourism, health, and knowledge and professional services."²⁰

From 2011 to 2031, Redland City is expected to contribute 3.1% of the new additional dwellings in SEQ, the lowest of any LGA except Noosa.

The Redlands and Mater hospitals are identified as knowledge and technology precincts in the health sector. No education based knowledge and technology precincts are identified. Redland City is not identified as having any areas of regional economic significance.²¹

¹⁹ *ShapingSEQ* Draft South East Queensland Regional Plan, October 2016.

²⁰ The DPI operated Redlands Research Station closed in 2012. It now operates by providing facilities for research by universities, CSIRO and private companies.

²¹ *ShapingSEQ*, pp 50-53

Strategic implications of State planning intent

The State Government has identified no major planning or economic initiatives for Redland City, unlike the case in the other comparative LGAs. Based on *ShapingSEQ*, no major State investment is likely to drive major economic transformation of Redland City.

This is likely to mean that the education and training strategies and actions will need to focus on niche local opportunities, be imbedded in the local community and focus on meeting local needs.

Population

Population is a key driver of demand, and depending on the size and future projections plays a significant role in establishing high-level strategies.

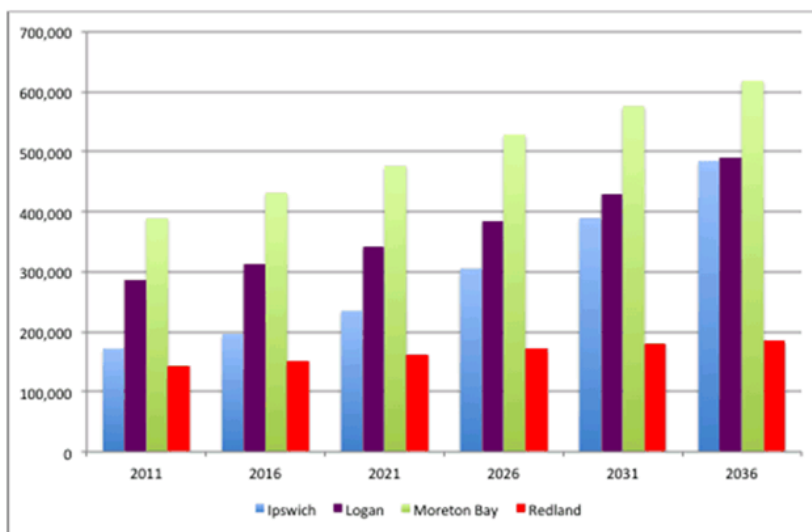


Chart 17 Projected total population comparative LGAs 2011 to 2036
 Source: Queensland Treasury Population Projections 2015 Edition. Medium series.

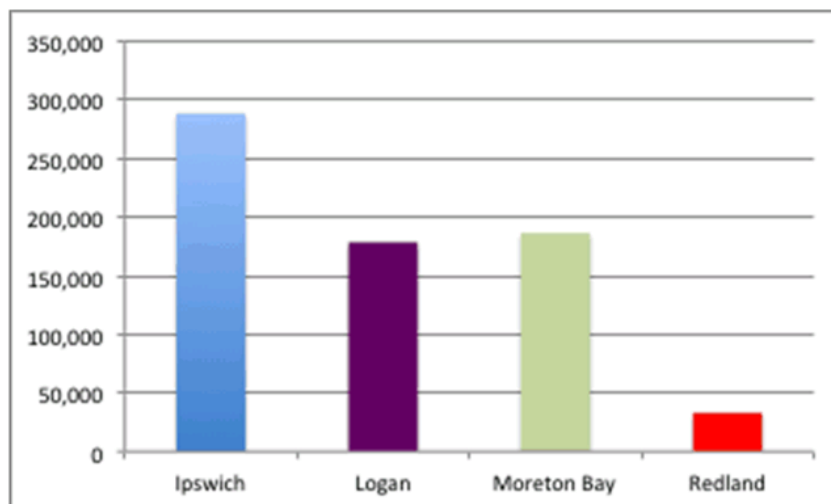


Chart 18 Projected population increase comparative LGAs 2011 to 2036
 Source: Queensland Treasury Population Projections 2015 Edition. Medium series.

Implications

The clear implication is that an education and training strategy based on a significant growing total demand is not sustainable for Redland City but would be an appropriate high-level strategy for the other comparative LGAs. High population growth has sustained Griffith University’s significant expansion in Gold Coast City. Other strategies are needed for Redland City.

Age composition

Redland City has a relatively old and rapidly ageing population, which has profound impacts on the development of education and training strategies for the City. The median age in 2015 was much higher (40.5 years) than Ipswich (32.1), Logan (33.9), Moreton Bay (37.3) and Brisbane City (34.6 years).²² Further growth of the 60 years and over shows that by 2036 they will make up 65% of the Redland City population increase between 2016 and 2036.

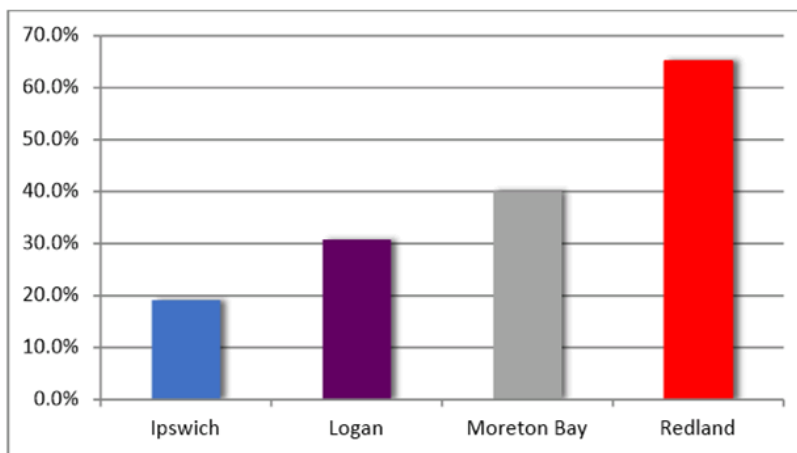


Chart 19 Projected population increase proportion 60 years and over for comparative LGAs 2016 to 2036
 Source: Queensland Treasury Population Projections 2015 Edition, Medium series.

Strategic implications of projected older age cohorts

The absolute and relative increase in the older population age groups provide significant opportunities for the Redland City education and training sector and can build on the significant and active role played by U3A and in other informal education and training delivery.

Ageing is occurring faster in Redland City than in comparable LGAs and faster than most major urban centres in Queensland. It is however clear that all areas will age rapidly and the needs of Redland City now and in the immediate future will soon become the life-long education and training needs of the broader Queensland and Australian population.

The opportunities for meeting the rapidly growing potential needs in Redland City are:

- For the formal education sector to adapt and expand to address the needs in Redland, and
- For the informal sector to expand to meet the growing needs of the older age groups.

The potentially greater opportunity is for Redland City to turn the projected age profile weakness into a strength, by becoming the national centre for research into the education and training needs for older age groups and to offer Redland City as a location for pilot programs to be funded by State and Commonwealth governments.

²² Queensland Government Statisticians Office. Age and sex indicators by LGA 2015.

The Department of Treasury and Finance grasped this opportunity when it stated, “Australia is on the cusp of a wonderful opportunity. By building an age-friendly society and making the most of population ageing, we are creating a golden age, turning grey into gold’ (Department of Treasury and Finance, 2011).²³ The numbers of adults who need to keep learning into the senior years is growing and will significantly impact on, and hold relevance for, the Adult and Community Education (ACE) sector in Australia. The way to turn ‘grey into gold’ is illustrated in the following graph.

Labour force participation

Labour force (and employment) participation is often associated with higher SEIFA scores, higher participation in education and higher income.

Total labour force participation rates in Redland City were higher than for the comparable LGAs at the 2011 Census, and substantially above those for Ipswich and Moreton Bay.

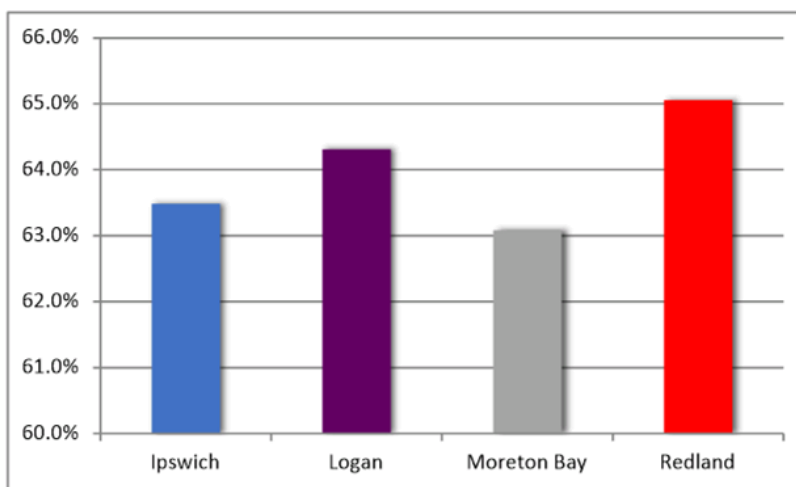


Chart 20 Total labour force participation rates for comparable LGAs 2011
 Source: ABS Community profiles. Census 2011

Projected employment growth

Queensland Treasury prepared place of work employment forecasts for each LGA in SEQ as part of the 2016 SEQ Plan process. From 2016 to 2036 Treasury projected that jobs located in Redland City would grow by 37.8%, below the rate projected for the comparable LGAs.

For the Education and Training industry, Queensland Treasury projected an increase of 45.7% in the period 2016 to 2036, therefore the Education and Training industry is projected to grow faster than average with a ‘premium’ of about 21%. There was much the same ‘premium’ of above average growth for Logan and Moreton Bay, but below the 38% faster growth projected for the industry in Ipswich.

²³ The Ageing Population: New opportunities for Adult and community education. Department of Treasury and Finance, Realising the potential of Senior Australians.

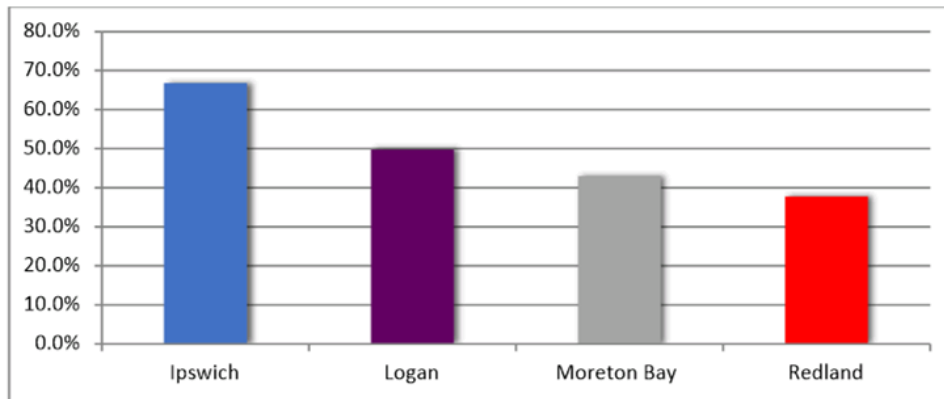


Chart 21 Projected total place of work total employment growth 2016-2036 (%)

Source: Queensland Treasury.

Projected self-containment

Queensland Treasury forecast a small and gradual increase in the proportion of the Redland City workforce working in Redland City, from 47% in 2011 to 52% in 2036. Redland is the only LGA projected to make a strong increase in self-containment levels (+5 percentage points) whereas for Moreton Bay it is no change, -1 percentage point for Logan and -12 percentage points for Ipswich.

	Ipswich	Logan	Moreton Bay	Redland
2011	53%	44%	50%	47%
2016	53%	45%	51%	49%
2021	50%	45%	50%	49%
2026	47%	45%	50%	50%
2031	43%	44%	50%	51%
2036	41%	43%	50%	52%

Table 4 Workforce living and working in the same LGA 2011 to 2036

Source: Queensland Treasury.

Post school education attainment

The population in Redland City has higher proportions of its population having completed year 12 schooling and with degree or higher qualifications than the comparable LGAs, in particular Logan and Ipswich.

Higher levels of educational attainment of parents are a good indicator of educational attainment of their children.

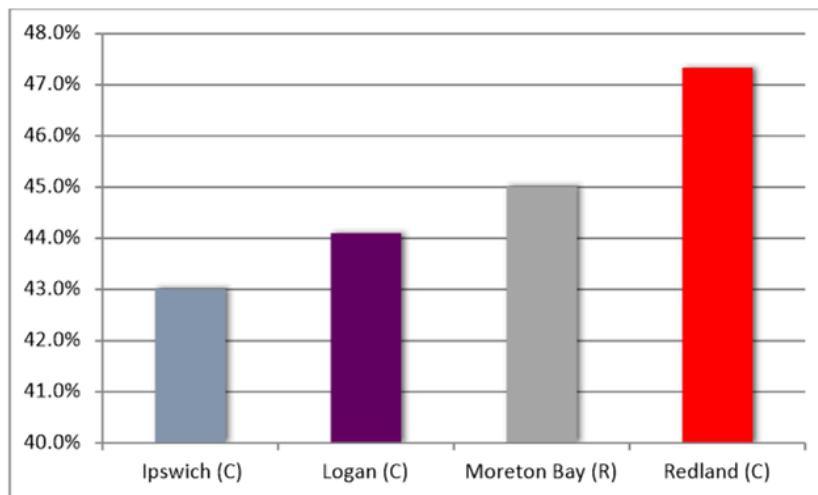


Chart 22 Percentage of population completing year 12 schooling 2011 (%)

Source: Queensland Treasury QRSIS/ ABS Census 2011.

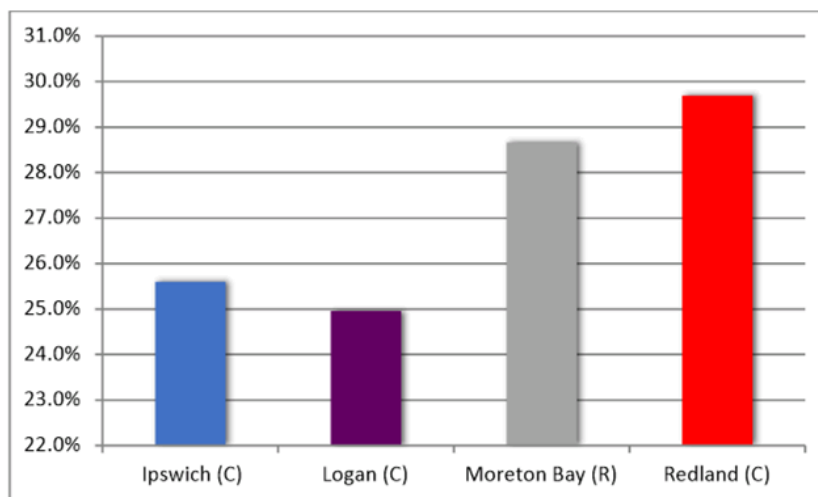


Chart 23 Percentage of population with a degree of higher qualification 2011 (%)

Source: Queensland Treasury QRSIS/ ABS Census 2011.

University and TAFE Attendance

Attendance at TAFE and other VET institutions increased by between 11.5% and 19.5% in the other LGAs but was virtually unchanged for Redland City residents from 2001 to 2011.

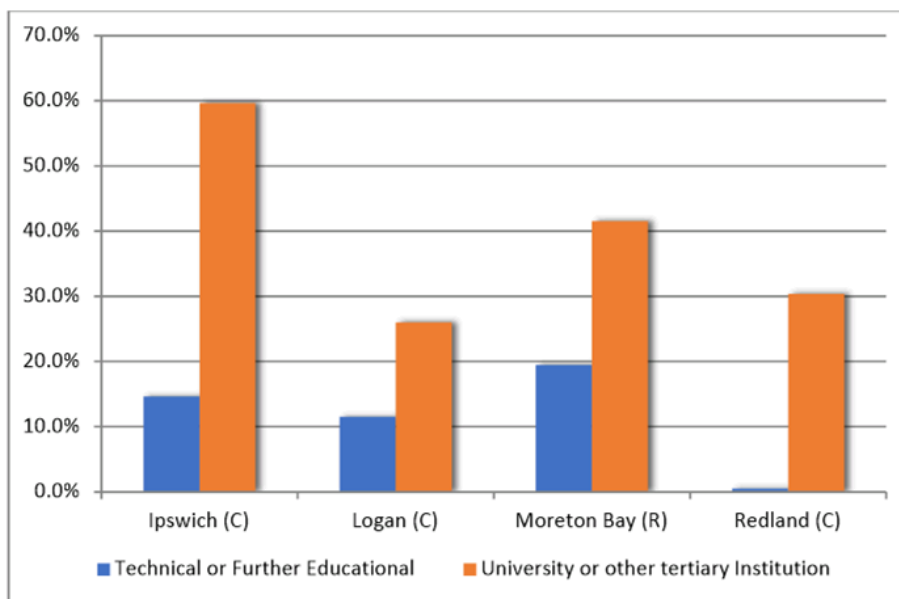


Chart 24 Change in attendance at tertiary institutions 2001 to 2011 (%)

Source: Queensland Treasury QRSIS/ ABS Census 2011.

For Redland City, from 2001 to 2011, attendance at university grew by over 1.5 times the rate of attendance at all educational institutions. This is stronger growth than for Logan and Moreton Bay but not as great as Ipswich. Attendance at TAFE and other VET institutions grew much slower than average with n Redland City than for the other LGAs.

Socio economic

Socio-Economic Indexes for Areas (SEIFA) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage. Each index is a summary of a different subset of Census variables and focuses on a different aspect of socio-economic advantage and disadvantage.

Index of Economic Resources

The Index of Economic Resources (IER) focuses on the financial aspects of relative socio-economic advantage and disadvantage, by summarising variables related to income and wealth. This index excludes education and occupation variables. Redland City residents rank well above those for the comparable LGAs, in particular Ipswich. A score of 1000 is the average for Australia.

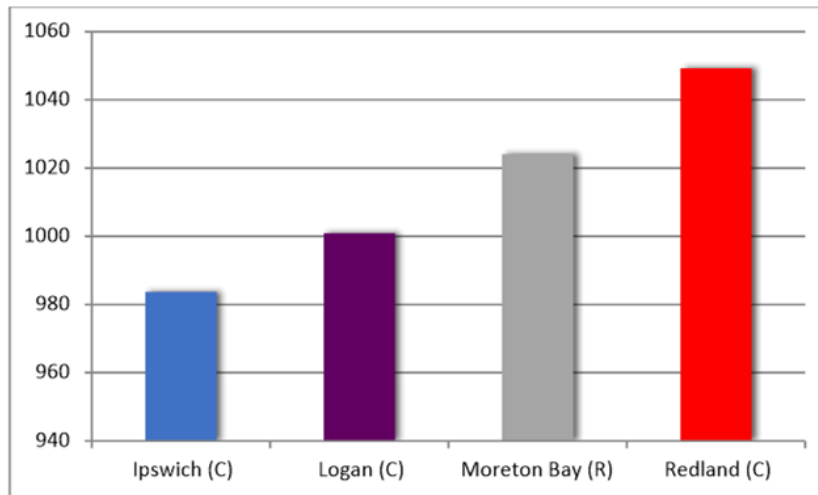


Chart 25 Index of Economic Resources 2011

Source: Queensland Treasury QRSIS/ ABS Census 2011.

Index of Education and Occupation

Redland City ranks above the comparable LGAs, particularly Logan and Ipswich, but less than average nationally.

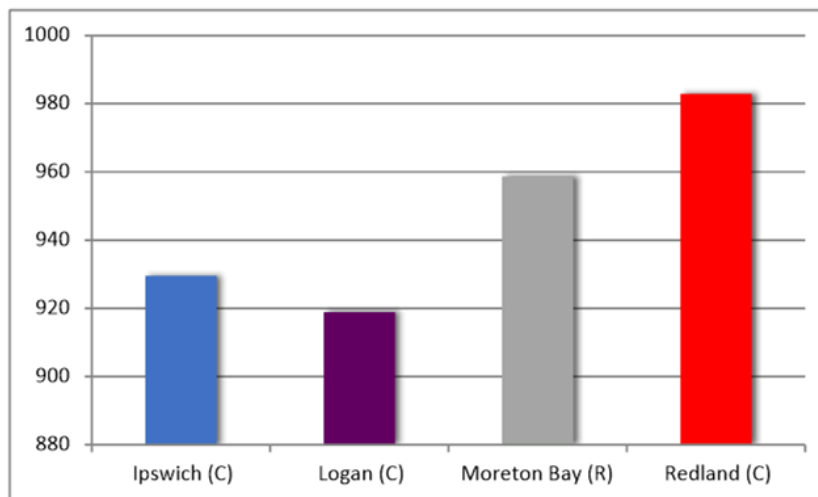


Chart 26 Index of Education and Occupation 2011

Source: Queensland Treasury QRSIS/ ABS Census 2011

Income

At each of the past three Censuses, median household income in Redland City was higher than for the comparable LGAs, with a differential ranging from 6.8% to 10.7% above the average for the other three LGAs.

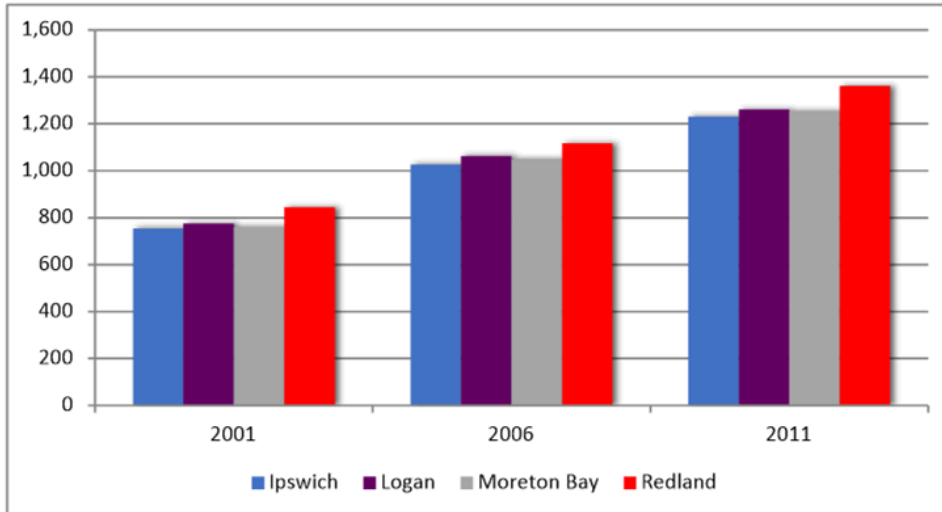


Chart 27 Median household income (\$)
 Source: Queensland Treasury QRSIS/ ABS Census 2001, 2006 and 2011.

6 Redlands Education Sector

Education within the Redland City has a strong base as the fourth largest employment sector (based on Full Time Equivalent) and as a contributor of 4.4% of the City's output⁷.

Redland City has 31 schools catering for over 23,000 prep to year 12 students. Perceptions through discussions with key players to date are that the school sector is strong.

There is a large well established TAFE campus in Alexandra Hills. Its location makes it difficult to get to for both school students and school graduates. The campus has been deemed 'Not fit for purpose' and needs significant infrastructure changes or to be rebuilt elsewhere. Future options have been recommended to Government but no decision has been made yet.

There is no university campus which impacts on the City. Significantly there is a loss of a large cohort of year 12 graduates seeking university studies in Brisbane. The lack of a campus also severely limits the early integration of year 11 and 12 students into university programs. With Moreton Bay Regional Council's initiative to establish a university, Redland City will be the only major population centre and LGA near Brisbane without a university campus.

	Government	Independent	Catholic
Secondary	5	4	1
Primary	14	4	5
Specialist	1	2	
	Special School	Sycamore Australian Industry Trade College	

Table 5 Summary of Schools within Redland City

Note Some schools are counted in both secondary and primary categories

In consultations there have been recurring themes emerging. The positives are:

- That Redland City has a strong school sector
- Living in Redland City is a lifestyle choice
- Redland City is scenically diverse and attractive
- Redland City housing is relatively affordable

The more negative themes which have emerged from conversations with key stakeholders are:

- Redland City lacks the critical mass required for many services and industries. For example:
 - The lack of transport creates issues for students
 - The lack of a university and the loss of year 12 graduates is keenly felt
- The location of TAFE makes it difficult to access
- Proximity to Brisbane is both a positive and a negative

A list of schools and school data is shown in Table 6. Note the specific requirements of North Stradbroke Island have been acknowledged by the State Government and RCC with the development of the North Stradbroke Island Economic Transition Strategy.

Following is a description and discussion of a range of RCC Education Strengths and Weaknesses, Opportunities and Threats (SWOT). As always, Weaknesses can also be Strengths and Threats, Opportunities. The discussion focusses on how these Weaknesses, Strengths, Opportunities and Threats can be overcome or capitalised on.

Schools - Strength to stronger

	Type	Employees	Student enrolment	Indigenous	Language Other than English at home	Index of Community – Socio-Educat Adv
Secondary Schools						
* Redlands College	Ind	90	646	1.0%	3%	1112
* Ormiston College	Ind	78	671	1.0%	11%	1135
* Sheldon College	Ind	88	668	0.0%	3%	1118
Wellington Pt SHS	Govt	128	1050	5.0%	-	1001
* Capalaba State College	Govt	66	860	8.0%	12%	964
* Faith Lutheran College	Ind	74	501	1.0%	0%	1067
Cleveland District SHS	Govt	181	1888	4.0%	9%	1022
Carmel College	Cath	111	1113	3.0%	1%	1047
Alexandra SHS	Govt	158	1324	6.0%	8%	985
Victoria Point SHS	Govt	137	1213	5.0%	3%	978
TAFE Qld Senior Studies	Govt					1042.9
Redland District Special School		75	123	7.0%		Na
Australian Industry Trade College						
Secondary Redlands Total		1,185	10,057			
Secondary Redlands Av				3.7%	5.6%	1042.9
Secondary Aust Av				3.3%		1000
Primary						
Star of the Sea Primary school	Cath	30	294	2.0%	-	1078
St Anthony's School	Cath	51	483	3.0%	4%	1056
St Lukes Catholic Parish School	Cath	40	341	4.0%	2%	1054
St Mary MacKillop Primary School	Cath	60	571	1.0%	3%	1087
St Rita's Primary School	Cath	58	543	1.0%	6%	1053
Alexandra Hills State School	Govt	39	198	11.0%	10%	1006
Bay View State School	Govt	73	666	1.0%	7%	1040
Birkdale State School	Govt	77	638	8.0%	11%	1006
Birkdale South State School	Govt	66	583	5.0%	5%	1004
Capalaba State College	Govt	66	860	8.0%	12%	964
Cleveland State School	Govt	76	707	5.0%	15%	1026
Coolwynpin State School	Govt	54	352	7.0%	6%	979
Hilliard State School	Govt	81	703	5.0%	4%	1014
Mt Cotton State School	Govt	62	613	2.0%	3%	1039
Ormiston State school	Govt	66	598	3.0%	7%	1064
Redland Bay State School	Govt	97	832	5.0%	6%	1010
Thornlands State School	Govt	92	737	3.0%	7%	1030
Vienna Woods State School	Govt	34	213	8.0%	10%	953
Wellington Point State School	Govt	61	507	4.0%	7%	1052
Sheldon College	Ind	88	668	0.0%	3%	1118
Ormiston College	Ind	78	671	1.0%	11%	1135
Redlands College	Ind		646	1.0%	3%	1112
Faith Lutheran College	Ind	74	501	1.0%	0%	1067
The Sycamore School	Ind		50			

Table 6 Redland City school summary 2016

* Numbers provided in aggregate divided in half across primary and secondary school

The locations of the schools and transport are provided in *Figure 4 Redland City school location and transport*. Transport and time taken to travel is an issue for those on the Island and for some secondary school students wishing to attend TAFE or university during year 11 and 12.

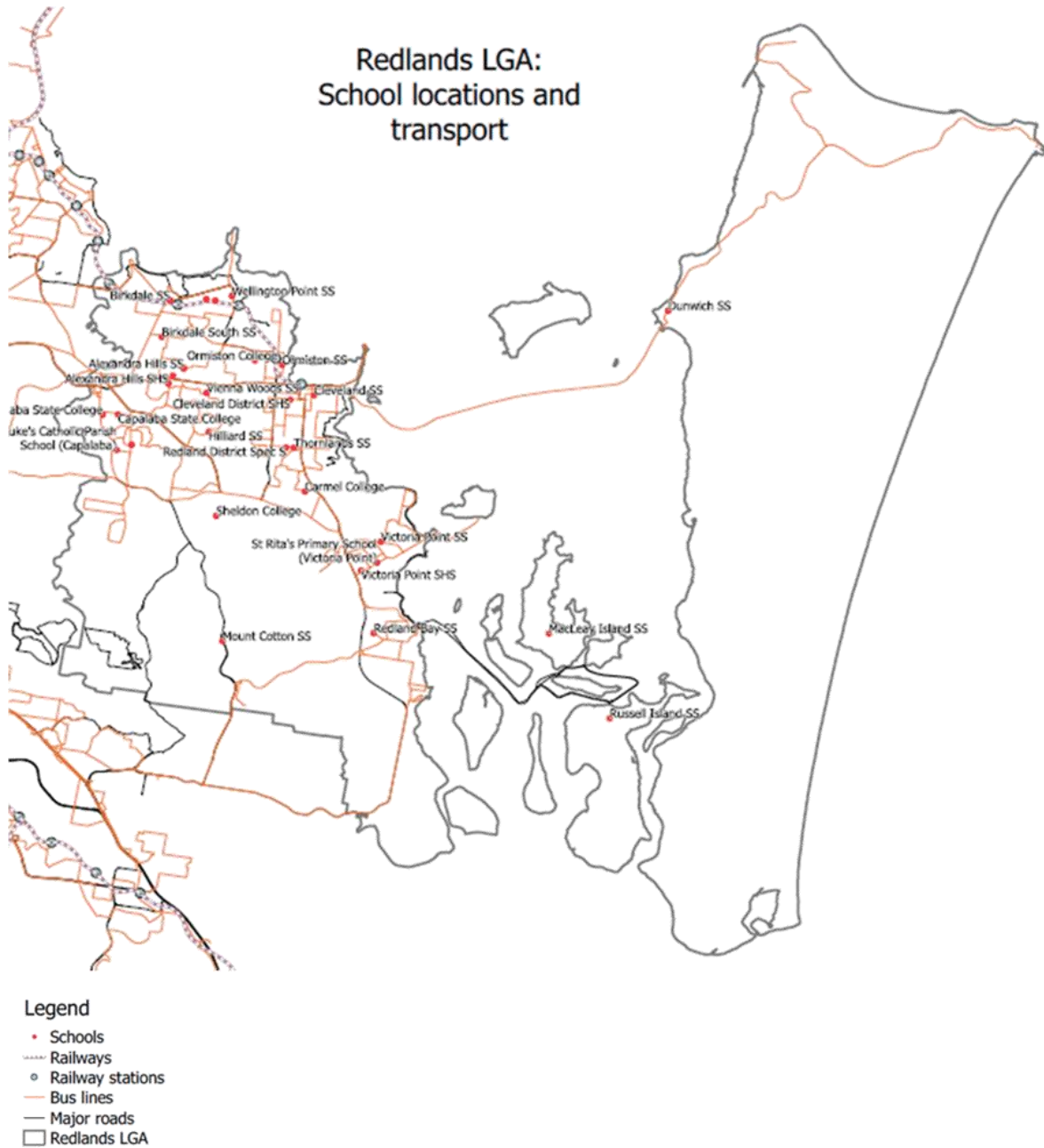


Figure 4 Redland City school location and transport

The perception of school education in Redland City is of a strong sector. Analysis of NAPLAN and OP results does show that as a group they are above average and some individual schools perform very highly.

Tracking of OPs (Year 12 Overall Performance Scores) show consistently average to above average performance over time in the broad OP 1-10 and 1-15 categories.

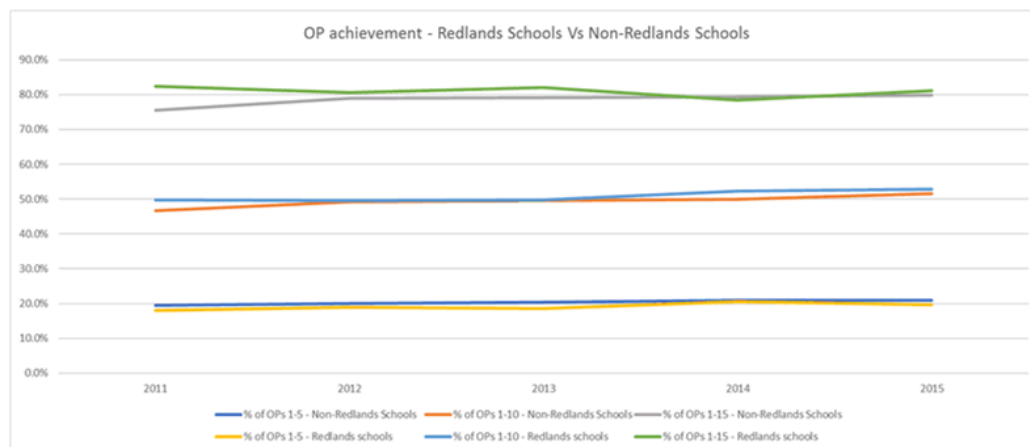


Chart 28 OP achievement (1-10 and 1-15) Redland City schools and non- Redland City schools

Interestingly, as briefly discussed before, charting the individual Redland City schools’ NAPLAN results against their Socio-educational index (ICSEA) showed a very tight correlation i.e. the performance of the schools is in line with the social circumstances of their students.

Analysis of the school performance in Redland City is sound. Many of the schools have specialised programs which differentiate them. For example, two schools have an effective job placement program and another a specialised health hub. These programs build on a sound academic performance to justify the perception of a strong school sector.

Consultations with school principals revealed a desire for the Council to be more involved in the school sector, and improve communication as well as interaction.

Actions to consider

- 10) RCC take a leadership role and, in consultation with school principals, provide a formal framework of interaction to cover meaningful issues. For example, half yearly meetings between Principals and RCC celebrating successes and addressing issues. Venues could be rotated allowing schools to showcase their points of difference. Issues could include: success of school to work transition program, Careers and Courses Expos. This is a facilitating role with short to long term outcomes.
- 11) RCC consider a representative of the school sector be an addition to the Education Strategy Implementation sub-committee. RCC’s role is to facilitate, no cost, short to long term outcomes.
- 12) RCC be formal part of **‘The Schools Work Network’** which facilitates the schools to work transition and hence improve employment outcomes for Redland City school students. RCC’s role is to participate.

Special needs – Weakness to Strength

There are identifiable groups in the Redland City community with special education and training needs and responding to these needs will lead to positive economic outcomes.

The main groups are:

- Youth at risk
- Lower skilled mature age cohort

- The Indigenous population.

Youth at risk are young people (aged 15-24) comprising often overlapping subgroups of those who are unemployed; those not fully engaged in education and/or employment; and those who are not in education, employment, or training at all.

In respect to youth at risk a report by Australian Workforce Productivity Agency (AWPA) found that:²⁴

- Early intervention is critical and there is a need to identify at-risk young people at school and focus intervention efforts on transition before they become disengaged
- The role of high quality work placements cannot be overestimated in achieving successful transitions to work
- Many programs come and go and stakeholders are frustrated by the churn
- There are no quick fixes. It takes perseverance and requires stability and flexibility of funding to achieve good outcomes

In another report the AWPA found that:

... foundation skills are likely to have the largest impact on productivity. This is not surprising given that foundation skills provide the basis for further learning and productive activity in workplaces. However, studies examining interventions designed to develop foundation skills highlight that they are also some of the most difficult skills for adults to develop²⁵.

The lower skilled mature age cohort comprises those aged 45-59 who left school early and have no post-school qualifications. The AWPA found that:

- There is a gap of nearly 20 percentage points between the labour force participation of lower skilled mature-age people (aged 45-59 years), at 69.3 per cent, and those who completed Year 12 and have post-school qualifications, at 88.3 per cent
- Nearly three times as many lower skilled mature-age people are not in the labour force compared to those with higher-level skills. This creates barriers related to the person's confidence and motivation, so solutions need to focus on building confidence and self-esteem and identifying strengths and transferable skills
- Many in this group may have given up and have simply dropped out of the labour force, becoming invisible to agencies and services who could assist them

Education and training of various types is a key pathway to re-engage this group of the population in the labour force.

Redland City is an important location for the Quandamooka people, both on the islands and mainland. Improved education, training and employment outcomes for the Indigenous population is the focus of many Commonwealth, State and local policies and programs. The most notable current example in this region is the North Stradbroke Island Economic Transition Strategy.

Nationally, the labour force participation rate of Indigenous mature-age people with higher skills is 82.4 per cent but less than half of lower skilled Indigenous mature-age people are in the labour force (49.6 per cent).

While difficult, if programs close the gap on foundation skills, the economic impact is great. More effective use of TAFE strengths could be exercised here.

²⁴The Australian Workforce Productivity Agency. Issues in labourforce participation. 2014

²⁵The Australian Workforce Productivity Agency. Human Capital and productivity Literature Review. 2013

TAFE Queensland Brisbane Alexandra Hills Secondary Studies Program - Strength to stronger

The Redland City has a strength in the long established Senior Studies program at Alexandra Hills TAFE campus. TAFE has reinvested in this program and it has grown to over 200 students.

The program specialises in providing year 11 and 12 study programs for those seeking alternative pathways to conventional secondary schools. This caters for a broad range of those seeking education but specifically includes women returning to the workforce; those who have low literacy and numeracy skills; and youth at risk.

An internet search and consultations within the Redland City shows this program is not well known or promoted. This program attracts students from outside of the region and has the potential to attract many more. This Senior Studies program should be promoted and recognised as an integral part of the RCC Education Strategy.

The Sycamore School - Strength in concept and early implementation

Recently the Sycamore School was opened on the TAFE Queensland Alexandra Hills site. This provides a further specialised educational service tailored for those with autism.

With over 10,000 primary school aged students in Queensland with a diagnosis of an Autism Spectrum Disorder, there is a growing community not only of students, but also the increased numbers of families and educators who require support²⁶.

An estimated one in 100 people has autism. Autism affects almost four times as many boys than girls²⁷.

Autism Aspergers Advocacy Australia (A4) has been reporting substantial growth in the number of autism diagnoses for some time. In 2012, A4 observed that at least 1 in 63 Australian school children has a formal autism diagnosis and was registered to receive Carer Allowance (child)²⁸. Autism prevalence is shown in the following table:

Australia - Carer Allowance (Child) 2015

Age (years)	Autism Spectrum Diagnosis	Population	Prevalence
0-4	5,748	1,538,952	0.37%
5-9	29,027	1,522,192	1.91%
10-14	31,840	1,415,903	2.25%
15	5,569	287,190	1.94%

Table 7 Formal Autism diagnosis registered for Carer Allowance - Australia

While there are some support centres and schools for those with autism in Brisbane, Sycamore claims to be the only full time school for children with ASD in Queensland.

This school has the potential to be a specialist centre and to attract a market from outside of the city as well as service the city's need in this area.

²⁶ The Sycamore School <http://www.asdlearning.org.au/about-us.html>

²⁷ Autism Spectrum Australia <https://www.autismspectrum.org.au/content/what-autism>

²⁸ A4 Autism Aspergers Advocacy Australia <http://www.a4.org.au/prevalence2015>

International education - Weakness to Strength

As shown in section on the international education, the sector has grown to the extent that it is now the third largest export sector for Australia, behind only iron ore and coal. In 2015 Queensland had 103,251 international students studying English as well as a range of qualifications and non-award courses. Redland City is not capitalising on this market at all with very few of these enrolments.

Greater Brisbane accounts for about 65%-70% of the international students in Queensland. In Redland City, while there are 8 schools registered to deliver through CRICOS, there are only 4 providers delivering and with small numbers. Information from DET on Redland City international enrolments shows only 120 students on student visas, most of whom attend the two state high schools.

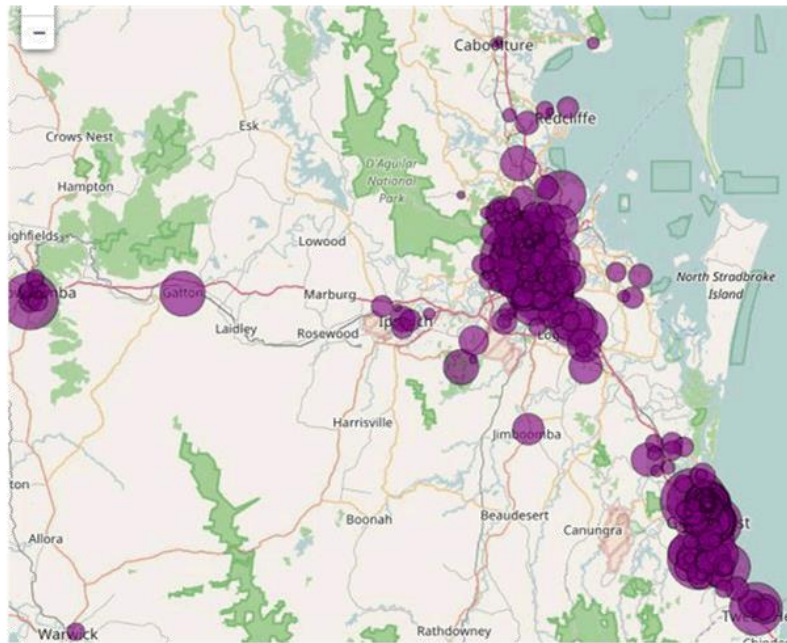


Figure 5 Indicative distribution of international students South East Queensland 2016
 Source: DET

The above map shows the intensity of international student placements across South East Queensland. The three small dots to the right indicate international students in Redland City. The map below shows greater clarity around the Redlands area.

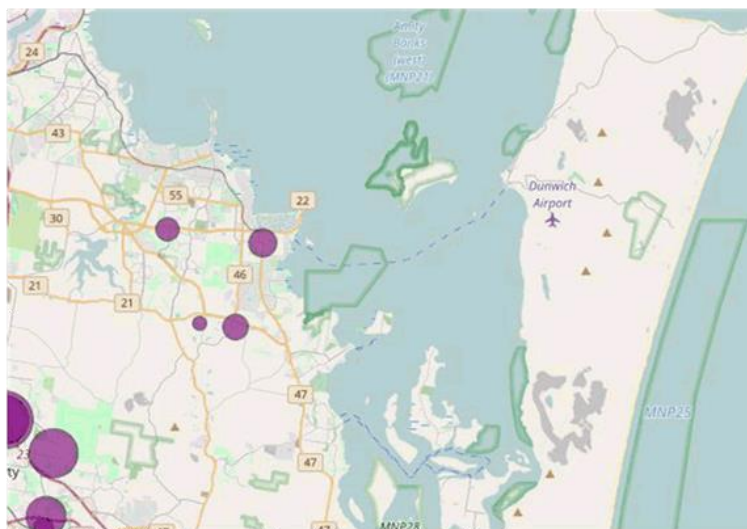


Figure 6 Indicative distribution of international students Redland City 2016 - large scale
Source: DET

The marketing, regulatory and logistical requirements for attracting and supporting international students are complex. It is difficult for schools to 'go it alone' in this area. Cities successful in attracting and supporting international students have taken a coordinated approach to this.

A key element to the success of Brisbane and the Gold Coast is the coordinated support and marketing provided to International education providers through 'Study Brisbane' and 'Study Gold Coast' groups. The Councils provide varying forms of support including funding, coordination and administration.

International students should also be considered in the context of the tourism strategy promoting study tours. Eco and cultural tourism (edu tourism) would mesh well. Cairns, Brisbane, Gold Coast and Sunshine Coast are important study tour destinations. With the attractions of Redland City, in particular North Stradbroke Island, this is a market that would also be well suited to this region.

Cairns has a successful international education market. This was initiated on Study Tours, largely through as above. The strategy outlined later in this document recommends study tours as the base for developing an international education market for Redland City. There are two study tour markets to be considered:

- 1) Short tours for the 70,000 Brisbane international students and potentially the Gold Coast international students
- 2) 1-6 week study tours specifically designed for international groups to go to Redland City

This strategy will give rise to short, medium and long term actions, building on the strength of the Redland City schools in the short term to the potential for higher education in the longer term with attraction of university presence.

Redland City's geography - Opportunity

Redland City displays a diverse range of geography with islands, a range of marine environments, open spaces, suburbs, semi-rural, rural and forested areas.

There is an opportunity to use the open space for training in the emerging industry of drones, and other artificial intelligence. Both QUT and TAFE are already separately using this space in drone technology training.

Action to consider

13) RCC include TAFE and QUT drone training, work on assistive technologies and other STEM activities in Redland City in the network of activities making up the Innovation Hub.

University campus - Weakness to Strength

This lack of a university has been well documented and given the outflow of year 12 graduates from the region it will continue to be an issue until addressed. While this can be considered a weakness for the area there is also strength in that while Redland City is considered a region, unlike many regions it has an array of well-regarded universities within a realistic commute.

The following graph shows 42.3% of year 12 Redland City graduates go to university. Given there is no university within the city bounds this is a significant loss.

Note that Nazarene Theological College is within the RCC boundaries and like TAFE offers a limited range of higher education qualifications.

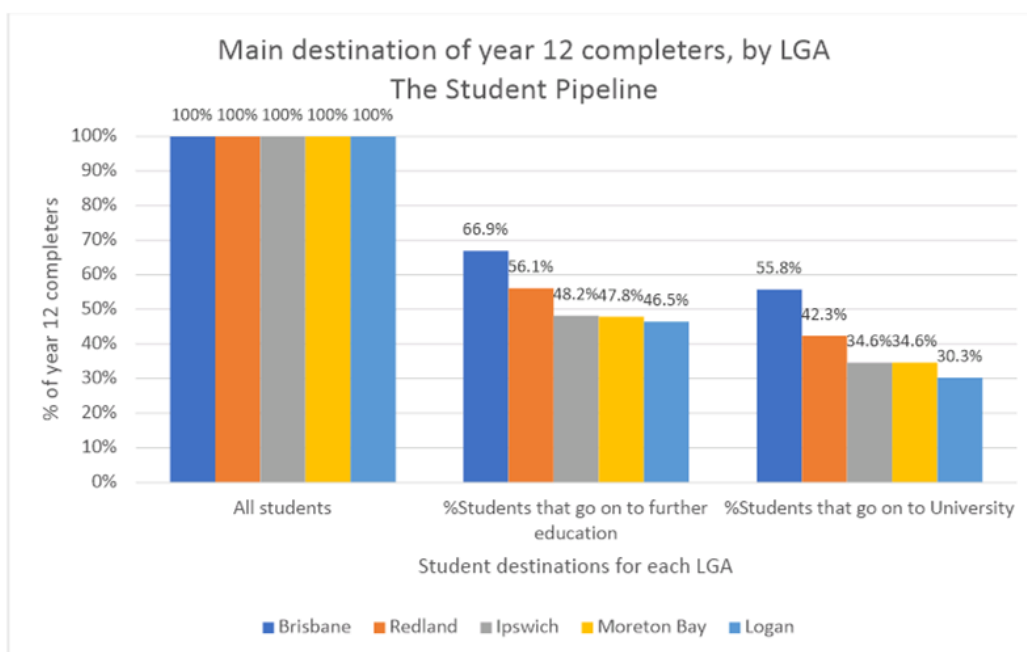


Chart 29 Destination of year 12 completers in from Redland City and comparable LGAs
 Source: Next Step Data 2016

Registered Training Providers - Weaknesses, Strengths and Opportunities

TAFE Queensland

The area is serviced by a large TAFE campus based at Alexandra Hills. It has traditionally been the 'go to' Vocational Education and Training provider for the area. The campus is managed by TAFE Queensland Brisbane and provides as a wide range of courses including the business, allied health and core skills.

It should be noted that TAFE has a number of university partnerships and the capability to deliver a range of university level programs. These are not offered in Redland City at present.

In addition, Skills Tech is also based on the Alexandra Hills campus and provides training for apprentices in a broad range of traditional engineering trades.

TAFE is by far the major player in terms of vocational delivery. The TAFE campus at Alexandra Hills has long been perceived as difficult to access and a move to a new facility at Cleveland has been discussed for over 10 years. A recent draft proposal has earmarked Alexandra Hills campus for upgrade or a move to a new location.

With either outcome in mind there is an opportunity for TAFE to be part of the strategies within this plan. Of most relevance would be the inclusion of TAFE as a major player within the Study Centre in the Cleveland CBD, as described in Strategy 2.

It is worth noting that the NIEIR report⁷ - a widely quoted paper on the Redland City training demand - outlined that employer demand for skills in the Redland City is largely met and rightly concludes there are areas that should or should not be funded. This comprehensively covers trends in occupation and VET skill needs within Redland City the VET sector. However, a full market driven model fits outside the scope of this report. There are several points to be made here:

- While the report reflects employer demand it does not reflect consumer demand, where individuals are prepared to pay to increase their employability and productivity.
- Nor does it account for the contribution of education or 'over credentialed' employees to the economy in terms of productivity. Higher education levels not only improve participation (employability) but also productivity.
- Given the lack of prediction on the impact of digital disruption the report takes a conservative estimate on changing skill needs, basing these estimates on current trends.

This is in no way a criticism of the NIEIR report but a reflection of its clearly defined scope.

Private RTOs

There is a total of 24 Registered Training Organisations (RTOs, listed below) registered within the Redland City boundary. There is a mix of schools plus RTOs in specialist industries. The scope of school registrations are primarily business and IT but some cover the more industry specific areas of design, screen media and hospitality.

	RTO Code	RTO Name
1	1820	PCD Training Services Pty Ltd
2	30008	Horizon Foundation Inc
3	30255	Capalaba State College
4	30759	Sheldon College
5	31982	SDS TRAINING AND SECURITY PTY LTD
6	32129	AMC Training & Consulting Pty Ltd as trustee for AMC Trust
7	32376	EDB Training Services Pty Ltd as Trustee for The Barber Family Trust
8	40781	FARROW, MARK WILLIAM
9	41066	BROADBAND CONNECT PTY LTD
10	30209	Alexandra Hills State High School
11	30508	The Corporation of The Trustees of The Roman Catholic Archdiocese of Brisbane
12	30566	Redlands Combined Independent College Inc
13	30587	Victoria Point State High School
14	31179	Australian Celebrations Training Pty Ltd as Trustee for the ACT Trust
15	31293	Mayfair College Pty Ltd
16	31506	IMPROVEMENT TOOLS (QLD) PTY LTD
17	31943	New England Institute of Technology Pty Ltd
18	31988	Drug Testing Institute Pty Ltd as trustee for Drug Testing Institute Trust
19	40914	SPICE TRAINING PTY LTD
20	41065	ONSITE TRAINING SOLUTIONS PTY. LTD.
21	41415	COMMAND COACHING AND TRAINING PTY. LTD.
22	45056	AUSTRALIAN ONSITE TRAINING PTY LTD
23	30895	Xamerg Pty Ltd

	RTO Code	RTO Name
24	275	TAFE Queensland

Note there will be some RTOs operating in the area but registered elsewhere eg AITC

Table 8 Registered Training Providers (RTOs) with offices registered in Redland City

Source: Training.gov.au

TAFE and other RTOs have a huge role to play in the future of Redland City.

The ageing population means an increased level of vocational training will be needed to support the wellbeing of this ageing cohort. With the Redland City projections of a dominant aged profile there will be a demand for wellness training programs – eg fitness, pilates, yoga trainers as well as an increased demand in allied health such as aged care.

With the need to maintain productivity in the workforce there is likely to be an increase in the retirement age and an overall increase in older workers. There is a need for training this cohort to maintain employable skills but also a need for ongoing training in life skills and knowledge in maintaining their own wellness.

U3A services address this need to an extent but Council could also support this. There are models in other council areas where wellness training is delivered using private trainers to the local constituents.

One of the strategies proposed is to develop a health/wellness education precinct. TAFE and other providers will have a major contribution to make here.

Increasingly the difficulty of registering and maintaining registration as an RTO is revealing the value of educational partnerships. It is not viable for any RTO to be everything to everyone – including TAFE. A greater coordination between RTOs in the City would enhance the opportunities for these partnerships and for potential students.

Case studies of this are already in existence and include:

- Australian Industry Trade College (AITC) is one of the very few trade colleges which has remained viable. This may be in part because while it is an RTO it is registered only for Business and IT. It does not try to hold registration for the range of trades it offers but it partners with other RTOs.
- Interviews with schools exposed the difficulty some students had in making their way to TAFE to do specialised courses. Some schools have partnered with private RTOs and or TAFE to deliver and assess on their own site, with their own teachers at a much reduced and efficient cost. In this case, the RTO oversees the quality only. There are models here with increasing involvement of the RTO.

Action to consider

- 14) *RCC take a coordinated approach to encouraging RTO partnerships though including RTO access to a centralised Study Centre.*

Population growth - Threat to Opportunity

As discussed previously, most of the increase in the Redland City population will be over 60 with relatively small numbers in the main primary and secondary school aged population. There needs to be a sense of urgency to develop the education industry to address this.

Recommendations are focused on using the ageing population projections for the Redland City to become a national leader in the provision of education for this cohort.

Action to consider

- 15) *RCC has the opportunity to lead and sponsor community based education and training for the older active population. As the Australian population ages, Commonwealth and State funding to Councils and other NGOs should become available to support meeting this need at the local level.*

60

- 16) RCC should take the initiative and develop pilot sites (with Commonwealth and State funding) to establish a national research centre for the policy, research and program development of education and training services for the aged population.
- 17) RCC should ensure that the Health Precinct site to the south of the Hospital (old F&P factory site) has zoning that would allow education as well as health use.

Education - Industry immersion model - Opportunity

With the increasing pace of change in technology, globalisation and work structures, and the impacts this has on the individual's need to continually train, the link between industry and education needs to be tighter than ever. Life-long learning of industry skills is an ever-changing paradigm. Education needs to be immersed within or very close to industry, in an education Industry immersion model.

Without a substantial investment in, or commitment to an existing higher education institution, RCC is well placed to move forward with a flexible industry focussed model. This would include linking course work and Recognition of Prior Learning with the major industries in the area. For example, with the implementation of Strategy 2, recommended at the end of this document, industry specific qualifications for the retail industry could be delivered from the Study Centre. A series of pathways to support the main industries could be developed.

TAFE Queensland Brisbane has higher education programs of its own and partnerships with University of Canberra and Federation University. They have tied their Advanced Diploma RPL programs for experienced managers to automatic entry to the second and third year degree programs. These pathways are linked to and applied in the workplace.

Flexible private RTOs have similar programs, which could be developed for Redland City's industries.

Action to consider

- 18) *It is recommended that an awareness program about alternative pathways for existing workers be promoted. Chamber of Commerce may be valuable support here.*

With regard to Health this could be done on a major scale through the development of the recommended Health and Education precinct. In Retail this could be done within the recommended Study Centre located in the CBD.

7 Assessing Economic Impacts of Education Strategies

The allocation of public resources by Federal, State and local governments is ultimately a political decision whereby governments weigh a wide range of competing priorities.

Various techniques can assist government in the decision-making process to assess the costs and benefits of relative claims on public resources, including:

- Cost-benefit analysis
- Cost effectiveness
- Planning balance sheet analysis, and
- Economic impact assessments including multipliers.

Given the leakage of some 50% of jobs from Redland City there are practical difficulties in measuring KPIs based on the above. In addition, while simple, the multiplier based models are no longer supported by Queensland Treasury nor the ABS and the Productivity Commission has raised serious doubts about their applicability. The Queensland Treasury states that, "... the Input-Output (I-O) model is easy to use because of a number of limiting and unrealistic assumptions".

It is not recommended that the above economic impact assessments and related multipliers be used.

Ultimately governments will make decisions based on more than economic outcomes alone, particularly in the case of education that, as well as economic benefits, has broad social and community benefits.

Application to Redland City Council

Redland City Council's Economic Development Framework (EDF) has several key objectives relating to education. The best guide must come from determining those actions that are most likely to achieve the Framework's high-level economy wide objectives:

- Population growth targets
- Job growth targets
- GRP growth target.

The population growth, jobs growth and GRP targets are inextricably bound together.

The other key consideration is that the metrics used to evaluate the spending alternative must be readily available and clearly understood.

The best simple and direct measure is the number of jobs and income from those jobs because:

- The data is clearly understood (preferably expressed in FTE to standardise measured units)
- The data is a direct measure, that can be readily and easily assessed
- The number of jobs and the income from those jobs is a direct and by far the most substantial component of the Gross State Product (GSP) accounting for 84.1% of the Education and Training industry's contribution to GSP. It is a fair assumption that the same would apply in Redland City.

Therefore, one measure of employment measures progress against the jobs target and to a very large part the same for the Council's GRP target.

While Council as always needs to consider social, environmental and political outcomes different proposals can be compared and ultimately measured in terms of their impact on the jobs and income outcomes for Redland City and hence their contribution to EDF targets.

8 Strategies and Actions

All strategies require strong community involvement and commitment and the development of a supporting culture of life-long learning.

Strategy 1 - Grow International education

- Step (1) Study tours
- Step (2) ESL and RTOs (Registered Training Organisations)
- Step (3) Schools
- Step (4) Tertiary and Vocational

Strategy 2 - Grow a university sector

Strategy 3 - Establish a Centre of Excellence in Education for the Ageing

Strategy 4 - Develop a Health and Education Precinct

Strategy 5 - Engage the community in education and life- long learning

- 5.1 Increase engagement with school sector
- 5.2 Increase access to the vocational training sector
- 5.3 Increase engagement with and support for U3A
- 5.4 Develop community accessible STEM options
- 5.5 Develop community access to alternative and foundation studies sector

Before addressing any of the education strategies and their associated actions there are some initial and general actions that should be undertaken.

Initial and general Actions

- 1 Identify and support Education Champions to promote the implementation of the education strategy
- 2 Create a Study Redlands Group (including above) to drive, support, coordinate and promote the Redland City 's Education Strategy.
- 3 Identify and establish long term, high level education relationships at Councillor/Mayor to CEO/President/Vice Chancellor level

Appendix 5 Employment impacts of education strategies provides summary employment impacts, where possible, for each of these following strategies.

Strategy 1 - Grow International Education



Figure 7 Redland City pathway to an increased International Education footprint underpinned by partnerships and community

Key to the success of the International Education strategy is the development of partnerships within the Redland City and between Redland City Council, State Government, education providers and private enterprise.

Why? Why grow the international education sector?

- At an Australian level the ABS valued exports from international education at \$18.8b, making it Australia's third largest export²⁹, and it is growing.
- Queensland international education is increasing and revenue for 2015-16 was \$2.97b³⁰. Redland City has a minute part of this lucrative international education market.
- Queensland differs from the other states in that International Education is less capital city centric – there is regional success and a now a regional focus in the new International Education strategy.
- In Brisbane City, there are nearly 70,000 international students, and there are opportunities for Redland City to 'piggy back' on this market success.
- At the State level moving into the International Education market is timely:
 - International Education is a major focus with the release of the Queensland International Educational and Training (IET) Strategy.
 - The Queensland International Education strategy has committed \$25.3M over the coming 5 years to four strategic imperatives including '*Strengthening our Regions*', specifically identifying:
 - *'Ensuring coordination and collaboration with local government and RSOs.*
 - *Leveraging the linkages between other regional services and industries, such as tourism.*
 - *Building leadership and capacity in all regions.*
 - *Understanding the unique selling proposition for students studying outside of a capital city.*
 - *Providing local access to information and support for international students.*³¹
- Redland City has a range of features, which would make it an attractive proposition to many international students, these include:
 - An Australian community-based experience
 - Diverse beautiful landscapes
 - Access to an Indigenous culture
 - Potential for edu tourism growth
 - Relatively affordable accommodation

²⁹ Australian Government, The Value of International Education to Australia. Prepared by Deloitte Access Economics.

³⁰ ABS, International Trade in Services. Cat 5368.0.55.003

³¹ Queensland's International Education & Training Strategy, Department of Trade and Investment, Qld

- Easy access to large city, a significant advantage.
- The Redland City Tourism Strategy and Action Plan has already identified the above features as those sought by the international student market. Active engagement of the tourism industry in all planning is essential.
- As well as longer term study tours where students come to stay there is an opportunity to provide shorter study tours to the existing international students on Brisbane and the Gold Coast, utilising the strong Edu Education and Eco Tourism features of the area.
- Redland City can emphasise the positive safety aspects of a location near to but not in a large city, given that safety concerns rank highly for international education location decisions.
- There is significant good will from commercial and Government organisations to support Redland City's growth in the international education sector.
- The Redland City has a strong School sector an enabler for study tours of 2-6 weeks.
- Redland City is well placed to provide an Australian community experience for students from the young to parents. There has been an assumption that students prefer the cities. However not all students are the same. Recent feedback on the student experience is revealing an aversion to international student enclaves, which often occur in the popular cities, and a desire for a 'community' experience and a sense of connectedness. Redland City can offer this community experience.

Constraints

- There is a range of study tour models from full integration in class and school activities to the study tour operator just hiring classrooms. A model tending to the latter is far less disruptive to schools while still providing a financial return. Study tours need be designed to meet school needs.
- The lack of an existing IE footprint limits expertise within Redland City.
- Homestay is seen as an issue. While schools continue to carry the load of homestays it will be an issue. There is a need to develop a broader, more supported approach to Homestays. This can be supported through study tour and ESL operators who have the expertise and incentive to develop a Homestay market.
- Importantly there are international education business models suited to growing the Redland City international education footprint. There is a step by step pathway into the International Education industry and provided there is a capability for schools to hire out classrooms for study tours and the schools are well supported there are relatively few barriers to entry including relatively low investment. The early step of systematically introducing study tours provides substantial economic input through fees to schools, tourism outlets, hospitality and homestay. This can be done with relatively little investment.

While the beauty of Redland City will be a contributor, the incorporation of the community can be its key point of differentiation. Queensland is different from other states in the success of its regional program. One key in this is that there is a segment of the international student market which wants to feel part of the community not just part of an international enclave which can be the case in a city environment.

Many cities have built their International Education sector based on university and or TAFE enrolments and expanded from there. This is not a viable option for Redland City at present.

The pathway to an International Education footprint outlined in Figure 7 is a more realistic option for Redland City. The City of Cairns provides a good example of building an international education market on study tours. While Cairns – a similar size but different demographics when compared to Redland City – did not plan the full pathway described above, that is how it developed. Refer to Appendix 3 Local Government Study Groups.

What? What needs to happen?

The recommended actions to commence this strategy are to work with Study Redlands and representatives from the relevant elements of the tourist industry to:

1. Identify International Education Champions from the 1. Council, 2. Community (including Indigenous and senior educationalists), 3. School sectors and 4 the Tourism Sector
2. Utilise the Study Redlands Group to support, drive, coordinate and promote international student activities with community and business focus. (Refer Appendix 3 Local Government Study Groups)
3. Identify value propositions which the community and Council can live by and differentiate Redland City from the competition in International Education. Potential: Differentiate Redland City as an 'Australian Community based experience with easy access to islands, water, a large city and theme parks'
4. Create a strong relationship with Trade and Investment – International Education via one of the identified Community and or Council champions
5. Develop an International strategy funding application in cooperation with Study Redlands–with community and business partnerships

1 Develop Study Tours

Sub objective is to create:

- a day study tour which is the number one choice for Brisbane and Gold Coast international students seeking an island and/or Indigenous cultural experience.
- a range of study tours 1 day to 6 weeks based on the Redland City's point of difference of a 'Australian community experience'. Study tours average approximately 1 week. An example with pricing, i.e. revenue figures is provided in Appendix 4 Study Tour example.

Actions:

1. Identify strategic and operational partnership with well credentialed Study Tour Operator(s) and Education Queensland International (EQI).
2. Outsource the planning and development of a community based Homestay program to a commercial operator. Ensure close understanding of, and input into this important community based development.
3. Support Study Redlands in initial funding, set up, contracting advice and in administration.
4. Support Study Redlands specifically in the development of a sustainable business model to drive the reliable delivery of Indigenous Cultural aspects of study tours. Reliability here is key and so the business model needs to be sound and focused on a strong financial return to the providers. (i.e. not funded but built on a business model)
5. Integrate the island and/or Indigenous Cultural Study tour into the Tourism Strategy³² with the objective to make the one day Indigenous Cultural and Island experience the number one day tour choice for Brisbane and Gold Coast international students.
6. Support study tour operators and EQI in the communication and promotion aspects of range of range of study tours 1 day to 6 weeks based on the Redland City's point of difference of a 'Community experience'

2 Develop ESL market

Sub objective is to build on the study tours market attract ESL (&RTO) schools to Redlands City. This will be built on an existing homestay and industry.

Actions:

7. Identify strategic and operational partnership with well credentialed ESL schools. An ESL school which is also a Registered Training Organisation (vocational training provider) or has close partnerships with a Registered Training Organisation would be preferable. Vocational

³² Redland City Tourism Strategy and Action Plan

certificates or diplomas will create further education pathways for students which will add to the City's educational foot print as well as providing a clear marketing pull for potential students.

- 8. Provide incentives to providers with potentially of scenic space at reduced rent

3 Build the International School market

Sub objective is to increase the support for and international student growth within the school sector

Actions:

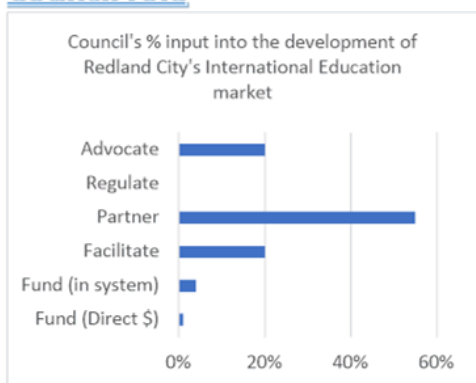
- 9. Support the extension of the homestay system to schools wishing to develop their market.
- 10. Through the Study Redlands group support schools in the development and promotion of their international Education market
- 11. Identify strategic and operational partnerships with well credentialed ESL schools who can provide school placements which will minimise the marketing the school is required to do.

4 Build the International Tertiary market

Sub objective is to build the tertiary market

This is very long term and depends on attracting the tertiary sector into specialised education hubs. If TAFE takes up a campus in Cleveland then there is the potential to deliver both vocational programs and university programs through partnerships.

Council role



Preliminary **advocacy** to International Education partners and Government to ensure their support for the Department of Trade and Investment and funding application and ongoing development of the International Education industry.

Ongoing **advocacy** to politicians to ensure they are aware and supportive of intent

Significant commitment in building and managing Government and Commercial **partnerships**.

Provide 'in kind' **funded** support in administering Study Redlands and in supporting International Education Council Champion(s)

Directly **fund** the development of an application for state funding to grow Redland City International Business

Would recommend an initial **funding** of Study Redlands to show good will and to cover initial branding and marketing of Study Redlands

Estimated \$40,000 in support for the creation and administrative support to Study Redlands year 1. Longer term investment would be dependent on International education growth

Returns

- Short term returns for study tours
 - Increased short term revenue –Example, approximately \$1,400 per student on a 2 week study tour would stay in Redland City – refer to draft case study *Appendix 3 Local Government Study Groups*.
 - There is a variable flow on effect depending on how closed the region's economy is.
- Increased long term revenue –
 - Example of one long term tertiary student at direct revenue of \$42,545 pa.
 - There are additional revenues associated with this long-term student
 - 17% from students staying before and after their courses
 - 5% from friends and family visiting
 - 38% visiting other regions within Australia³³

³³ Cairns International Education Sector, Value to the regional economy, Cummings Economics, 2004

- Raises tourism profile and revenue
- Increased international networks – cultural and industry benefits
- Increased cultural awareness and tolerance
- Increased academic results at school level
- Increased wage profile for the city with education attracting higher wages
- Increased number of employees in the industry which will impact GRP. The following are estimates of employment growth in response to this strategy.

Strategy 1 Employment impacts					
Year	Schools	ELICOS	VET	Higher Ed/Other	Total
2017	9	0	0	0	9
2018	11	0	0	0	11
2019	14	2	0	3	19
2020	17	4	1	5	27
2021	19	6	3	10	38
2022	19	8	4	13	44
2023	19	8	5	15	48
2024	19	8	6	18	51
2025	19	8	8	20	55
2026	19	8	9	23	59
2027	19	8	10	25	63
2028	19	8	11	25	64
2029	19	8	13	25	65
2030	19	8	14	25	67
2031	19	8	14	25	67
Total Full Time Person Years Equivalent					686

Table 9 Impact of Strategy 1 on Labour

Strategy 2 - Grow the university sector

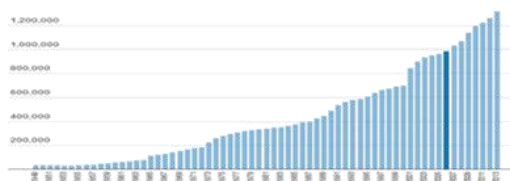
Why? Why grow the university sector?

- Redland City has only a very small tertiary presence and no university campus.
- Higher than comparative LGAs in socio economic index which is a strong indicator of higher academic performance but no university and limited vocational opportunities
- Currently most Redland City Students go to Griffith, QUT and UQ.
- Redland City’s low population does not meet the threshold to attract a full major university campus. For this a population of 500,000 is consistently mooted.
- Changing technology and workforce structures has led to accelerating disruption in education including to the centuries old model of ‘The University Campus’. A multitude of alternative models are emerging, these include:
 - Industry based campuses – eg a university hospitality faculty basing itself within a hotel, or a nursing faculty sharing a campus with a hospital
 - Satellite campuses in smaller regions, sometimes government driven to service isolated communities or university driven to confirm their footprint
 - Campuses placed in smaller towns to reinforce a university’s footprint
 - Campuses integrated into the community – generally the CBD
 - Online campuses
 - These universities allow for a truly global foot print – eg MOOCs, MIT
 - Introduction of online ‘assessment only’
- The increase in disruption means an increased need for older (30-70 years old) residents to retrain and RCC has a median age 9 years above the national average. In 2016 3.7% of Australian university students were over 40 years of age³⁴. This figure is much higher in regional universities. While the young may be prepared to commute to the city this is not an easy option for more mature residents, particularly parents.
- The age profile of regional community based universities tended to have an older age profile.
- At an economic level university presence in an area brings higher wages in terms of staffing as well as increasing the productivity and wage earning capacity of its students
- Universities interviewed showed a great deal of interest and good will towards Redland City seeking a university presence but most offered limited commitment.
- There are university business models, which will allow an adaptable and step wise introduction of a university campus into Redland City using the existing resources of the CBD.

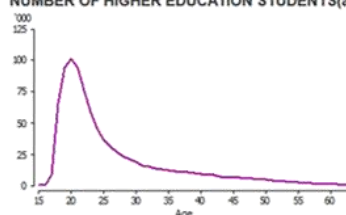
In 2011 the percentage of the population aged 15 and above with a Bachelor’s degree or higher (18.8%) was over nine times the figure for (2%)

Students in higher education

Total number of students in higher education, 1949 - 2013



NUMBER OF HIGHER EDUCATION STUDENTS(a) BY AGE - 2011



(a) Aged 15-64 years. Source: ABS 2011 Census of Population and Housing

Ref Who goes to university? The changing profile of our students
Nick Parr

³⁴ Undergraduate Applications, Offers and Acceptances 2016 Australian Department of Education and Training

University growth and operational models come in many forms.

At one end of the spectrum Griffith has five **large campuses** and is looking to maximise growth within those campuses. It does have some **satellite campuses** with specific purposes. For a large and comprehensive campus, a population of 500,000 is generally cited and with a 2016 population of 152,000 this is where Redland City is limited. The proliferation of universities and disruption to the industry has meant the introduction of large comprehensive campuses is a high cost, high risk, low flexibility entry into a market.

At the other end of the spectrum is CQU which has an **organic growth model** where they start with a Study Centre supporting their online courses. The centre grows into a satellite campus and in the case of Cairns (2016 population 162,000) investment in a purpose-built infrastructure. Courses delivered are determined in response to community demand. This is low cost. They have Study Centres in cities as small as the City of Busselton, Western Australia (2016 population 37,000). The low cost and community responsiveness of this model is appealing.

Cooma (2016 population 10,000) and Geraldton (2016 population 40,000) demonstrate an in between model - **Universities Centre**. These are well funded from Government sources with an infrastructure where universities can support external studies and deliver full programs under their own branding. This includes efficiencies where one university will deliver education for another.

There are university **outreach programs** such as Griffith and QUT plan and are providing in the Redland City. These programs raise skill and knowledge levels, generally of existing workers. These programs are responsive to current needs eg *social media strategies for business* and as such in economic terms raise Productivity and potentially Participation in the 3P economic drivers. The higher wages and potentially higher returns from small business also means this Outreach has economic returns and at low cost. The downside is that this has low economic impact in terms of the flow on effect of an onsite university presence while dampening demand for a university prepared to take up a more permanent presence.

There is a genuine will from the universities to support Redland City's efforts to introduce a university presence. They have provided excellent intelligence into the potential models. The higher education market is highly competitive and so there is also an element of watch and see and move in if there is a threat that others will pick up the market. This could disturb the initial plans.

There is capacity to include VET programs within this model through the incorporation of TAFE or other Registered Training Organisations within a university growth model.

It is recommended that a low cost, community responsive, flexible model such as that demonstrated by CQU in Cairns be investigated. This is not a recommendation that CQU be that partner at this stage.

What? What needs to happen to grow Tertiary Education sector?

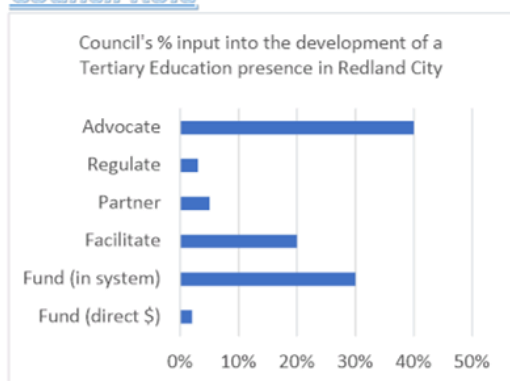
1. Identify Higher Education Champions from the 1. Mayor, 2. Community, 3. TAFE/RTO, 4. School sector, 5. Experts in the university sector, 6 Community, (U3A).
2. Utilise the Study Redlands Group and those above to advocate on behalf of Redland City and coordinate the introduction of a higher education presence in the City.
3. Support the Study Redlands group to develop a brief of the 'Best fit' university campus model, including the following options:
Option 1: Provide and support space and administration of Study Centre, allowing for involvement of many education providers.
Option 2: Negotiate the lease or purchase of Study Centre facility by a specific university.
The latter is less costly but less flexible.
Initial step in either option will be the support on online delivery. Growth to classroom delivery and is demand driven.
4. Develop an information prospectus to take to prospective universities to encourage investment in Redland City

5. Work with Study Redlands Group to Identify a strategic and operational partnership with university(ies) and a vocational provider(s) prepared to set up a Study Centre.
6. Engage CBD business operators in the planning stage.
7. Develop a plan for initiation and growth with the University(ies) and vocational provider(s) – consider incorporating this into the RCC Library.

Constraints

- The Australian university sector is collaborative but highly competitive. They like to protect their catchment even if there is little investment in the area. They may invest when another university moves in which means the situation can change rapidly.
- A further potential disrupter is possible changes to the university funding model by the Federal Government. If this change is implemented the fees of the large universities would be likely to rise, raising demand for regional universities.

Council Role



Advocacy in the form of presentations to and negotiations with university(ies). (Short term)

Potential **partnerships** with university (long term)

Co-ordination – **facilitation** of the process. (Short term)

Fund

Option 1 funding of 1 staff member (tutor) if multiple university is undertaken

Option 2 funding through potential rent ease or other support. (Long term)

Small amount of support **funding** in mutual promotions. (Long term)

Estimated \$30,000 in support for the creation and administrative support to the Higher Education work group. If it is a leasing model include pa rental relief.

Returns

- Increased business activity within the CBD area. For example a growth to 200 students would mean a total of \$320,000 consumption per annum.
- Increased wages profile for Redland City with the Education Industry attracting higher wages
- Medium to long term - increased business activity with 400 FTE pa students. \$800, 000 plus flow on effect
- Provides the potential base for an international tertiary market
- Provides pathways for local vocational graduates
- Higher wage earning capacity of local residents through up skilling
- Increased number of employees in the industry which will impact GRP. Estimates of labour figures are shown in *Table 10 Impact of Strategy 2 on labour*. It is suggested that labour force figures form the basis of KPIs for this strategy.

Strategy 2 Employment Impacts			
	Driver	Direct Employment	One university example
Year	Students FTE	Staff FTE	International students at 28%
2017	0	0	0
2018	0	8	0
2019	100	8	28
2020	200	17	56
2021	400	34	112
2022	500	42	140
2023	600	50	168
2024	700	59	196
2025	800	67	224
2026	900	76	252
2027	1000	84	280
2028	1000	84	280
2029	1000	84	280
2030	1000	84	280
2031	1000	84	280
Fulltime Person Year Equiv.		781	
2018/31 annual average		52	

Table 10 Impact of Strategy 2 on labour

Refer Appendix 5 Employment impacts of education strategies

Strategy 3 - Establish a Centre of Excellence in Education for the Ageing

This strategy and action plan is based on the existing and projected age profile of the Redland City population. Between 2016 and 2036 it is projected that 65% of the increase in Redland City population will comprise those 60 years and above.

Why? Why grow education based on the ageing sector?

Redland City's ageing population

- Redland City population is by far the oldest of the Local Government Areas (LGAs) in Greater Brisbane, and is ageing at a faster rate in absolute and relative terms than the other LGAs
- Between 2016 and 2036 it is projected that 65% of the increase in Redland City population will comprise those 60 years and above. The comparable proportions are 20% for Ipswich City and 30% for Logan City
- The ageing population is much better educated than in the past, particularly those in Redland City
- Redland City population is at the leading edge of a wave that will affect every aspect of Australia's future economic and social policy but to date the focus of policy has been on the health and not education needs of the older population

General Education

- The vast majority of the education industry and attendant funding has been focussed on the under 25s. Only 1% of the education budget is currently spent on the oldest third of the population³⁵.
- There are a large number of research centres for the ageing focussed on Health. There are very few focussed on education and none in Queensland
- Longer life, healthier lifestyles and economic imperatives means that Australians may be working well beyond retirement age and recent trends show an increase in labour force participation of the older population.
- 'Disruption' across a range of industries will require regular reskilling education in the workforce

Health education in the ageing

- Having a healthy mind contributes to a healthy body and is likely to reduce total health costs by keeping older people moving, involved and socially engaged
- Specific education in self-management of ageing complaints, such as arthritis³⁶ and diabetes³⁷, leads to greater wellbeing.
- People are living longer, and living much healthier lives
- The vast majority of older people are not sick and do not live in aged persons' accommodation

Redland City's positioning in the Ageing education sector

- Redland City is well ahead of a national trend of ageing which is a national issue that is not being systematically researched or addressed at national or state levels
- Redland City has a strong community based network of aged care facilities
- Redland City has a highly successful U3A organisation with nearly 2,000 members delivering over 100 courses per week from over 30 separate locations
- Business is booming for the Redland U3A, but resources are stretched. This is a valuable community and education resource.

³⁵ Older people education, neglected, The Guardian, 2017

³⁶ Effectiveness of patient education for the elderly, The Gerontologist, [Kate Long, RN, DrPH](#) [Janette Laurin, MPH](#) [Halsted R. Holman, MD](#)

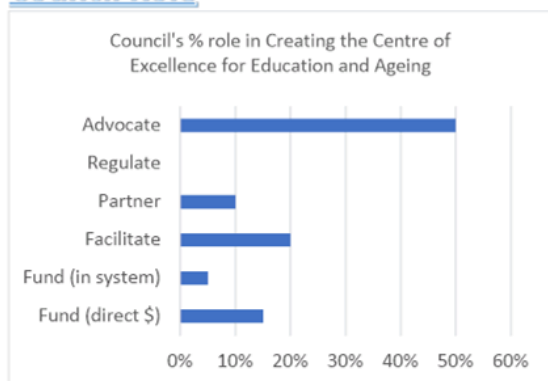
³⁷ Diabetes education in the elderly: a 5-year follow-up of an interactive approach, Elsevier: patient education and counselling

- Regional economic development analysis finds the most productive pathway is to build on local competitive strengths and expertise and then export those goods or services to gain economic benefits.
- Location principle: The proposed location of the Centre of Excellence in Education for the Ageing in Redland City follows well established practices of locating research, policy and field testing facilities close to the focus of activity. An example of this principle is the Australian Institute of Marine Science (AIMS) located near the Reef at Townsville, the Australian Antarctic Division in Hobart and the UQ Moreton Bay Research Station on North Stradbroke Island.
- All the above circumstances place Redland City at the forefront of key social and education issues that Australian governments and communities will have to address in the future.
- The strategy aligns closely with the strategy to develop the Redland City Health and Education Precinct.

What? What needs to happen?

- 1 Redland City to sponsor, advocate and facilitate the establishment of a national Centre of Excellence in Education for the Ageing being established in Redland City.
- 2 Council to develop the business case to present to targets such as the Commonwealth, State members, Ministers and Agencies and/or universities.
- 3 Include the uses and space needed for the Centre in the Redland Health Precinct or within or close to the space for the planned Innovation Hub.
- 4 Approach the members of U3A as a resource and support with administrative and teaching space. This could be within the innovation hub, to allow knowledge transfer between the generations or in the health and education precinct.
- 5 Redland U3A to participate in pilot research programs as part of the operations of the Centre of Excellence.

Council Role



Advocacy in attracting Government funding
Facilitation in joining the parties of the Health precinct, Council, Health and education organisations and the community
Funding of some development of the Health precinct

Returns

- The attraction of higher educated and higher paid workforce
- The training of older people leading to their greater health and in some cases higher labour force participation, employment and wages
- A greater sense of community with involvement of education bodies such as U3A
- Reduces demand on health sector resources
- Adds to the financial return to the Health and Education Precinct or Innovation Hub or wherever they are placed
- Places Redland City 'on the map' in terms of having a significant and leading edge research centre addressing major social policy issues

- Reinforces and consolidates the role of U3A as a positive and leading resource in Redland City
- Achievement of the Strategy and Action Plan turns a potentially serious social and economic weakness into a significant strength for Redland City
- Increased number of employees in the industry which will impact GRP.
- Quantifying this relatively novel strategy is difficult, including many assumptions. The assumptions made are conservative.

The result of the full analysis showed that if the implementation of Strategies 3 and 5.3 resulted in between a 1 percentage point increase and 0.5 percentage point increase in labour force participation above the base projected rate for those over 60 years of age (from 2016 to 2031) then there would be between an additional 3,200 and 6,500 person years employment in Redland City. This equates to an average of an additional 200-400 additional employed people per year.

Strategy 4 - Develop a Health and Education Precinct

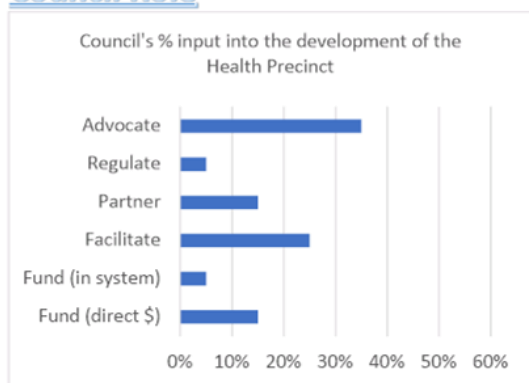
Why?

- While there is not a critical mass for a full university campus there may be the capacity for a more specialised campus to suit the Redland City profile – a Health and Wellness Precinct.
- The viability of the precinct will be greater with the addition of an Education precinct and the Centre of Excellence in Education for the Ageing
- Two thirds of new jobs in the next five years are expected to come from five industries and two of these industries are Health and Education² which will increase demand for health training.
- With the ageing population and the even more significant ageing of the Redlands population, together with the network of aged care homes in the Redland City, there is increasing demand for aged care training and health support areas such as Pilates trainers.
- The health industry needs a broad range of education beyond medical training. This includes training in: management, administration, facilities management and maintenance and cleaning, as well as self-management and wellbeing areas of recreation and exercise.
- There is an appropriate location for the development of a Health and Education Precinct.
- The introduction of National Disability Insurance Scheme (NDIS) across Australia is expected to create between 60,000 and 70,000 new FTE jobs over the next 3 years. This will increase demand in the allied health education area.³⁸
- Hospitals need more than nurses and doctors. For example, they need a range of education and training across management, administration, facilities and cleaning.
- Experience in the Springfield Education Precinct has led to some support for developing open space and leasing it to service providers. This provides flexibility around growth patterns and potential changes in the industry.
- Attracting universities and RTOs will be significantly easier if they do not have to commit to major construction and can lease flexible space.

What? What needs to happen?

- Develop a Health and Education precinct on the site defined on the Redland City Council City Plan.
- The details need to be worked through in conjunction with, and subsequent to, the development of the Health and Wellness Precinct which is within the draft RCC Health strategy

Council Role



Refer to the Health Care and Social Assistance Strategy and Action Plan

³⁸ National Disability Insurance Scheme (NDIS) Costs, Productivity Commission Issues Paper

Returns

- Increased level of skills in aged care which will be increasingly required by the industry as it grows within the City
- Increased allied health training to meet the needs of the increasing aged population
- Increased skills in occupations that support the Health industry
- With the above increased skills comes increased productivity
- Quantitative returns based on this strategy are highly dependent of the Draft RCC Health Strategy and Action Plan and the size of the Health and Education Precinct - See Health Industry Strategy and Action Plan

Strategy 5 - Engage the community in education and life-long learning

Strategy 5 Engage the community in education and lifelong learning

- 5.1 Increase engagement with school sector
- 5.2 Increase access to the vocational training sector
- 5.3 Increase engagement and support of U3A
- 5.4 Develop a community of STEM options
- 5.5 Develop community access to alternative and foundation studies sector

5.1 Increase engagement with school sector

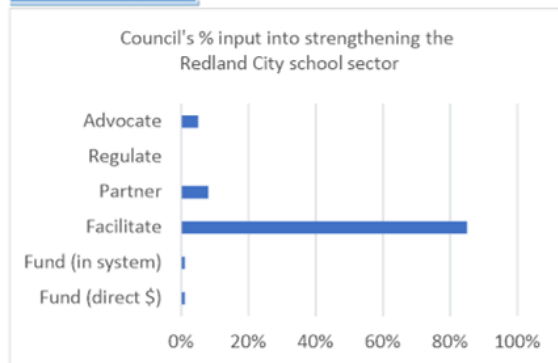
Why? Why strengthen the already strong school sector?

- Consultation with education and industry revealed a perception of poor **communication between the RCC** and the education sector. There needs to be increased formal and informal interaction to increase understanding of each other’s roles and diminish these perceptions

What? What needs to happen?

- Create formal communication structures to improve communication and understanding and support between schools and the RCC.
- Incorporate school’s involvement in the development of all education strategies.
- Include Schools in the development of the Study Centre to encourage transition from school to tertiary training within the Redland City
- Request TAFE to be part of the Study Centre (Preferably within the Innovation Hub) to include their Senior Studies program (year 11 and 12)
- RCC lead the way in supporting students work placements within the RCC

Council Role



Advocacy for the benefit of school development

Partnering in programs such as work placement programs and Careers Expos

Facilitation is crucial to make sure communication and understanding is maximised

Investment is internal. There will be some investment in combined school activities, for example marketing in the international sector.

Returns

For very little input this will enable:

- Broader understanding of education issues and solutions by all parties
- Coordinated education marketing across Redland City
- A more effective Redland City work placement program
- Engagement with Schools sector is needed to maximise effectiveness across the sector.
- The school sector is already strong and given the age profile of the City is unlikely to grow significantly, except potentially in the long term international market. As such it has not been subjected to the type of employment impact analysis undertaken for the other strategies.

5.2 Increase access to the vocational training sector

There are few RTOs operating within the Redland City. TAFE located at Alexandra Hills is by far the major player. This TAFE campus has long been perceived as difficult to access and a move to a new facility at Cleveland has been discussed for over 10 years. The Alexandra Hills campus has now been deemed as 'not fit for purpose' and as such may be upgraded or moved.

With either outcome in mind there is an opportunity for RTOs, TAFE in particular, to be part of the strategies within this plan. Of most relevance would be the inclusion of TAFE as a major player within the Study Centre in the Cleveland CBD, as described in Strategy 2.

In discussions with TAFE Executives they are willing to work with RCC on any of the strategies listed although they are constrained by potential changes to the Alex Hills Campus. Of particular interest to TAFE would be to combine with the Grow the University sector strategy by working within the Study Centre. TAFE's preference would be for the option of combining the Study Centre with the RCC's planned Innovation Hub.

Why? Why increase access to the vocational training sector?

There is demand for vocational education within Redland City being serviced by Brisbane. This is partly due to: the attraction of a modern campus in Brisbane; limited vocational offerings and RTOs in the area; and the difficulty of access to the local Alexandra Hills TAFE campus.

What? What needs to happen?

Provide opportunities for RTOs, including TAFE, to be a key part of a range of the above strategies particularly:

- Strategy 1 - Grow international education
- Strategy 2 - Grow the university sector. Note TAFE has a number of university partnerships and the capability to deliver a range of University level programs. As such they could contribute both vocational and higher level programs within a Study Centre.
- Strategy 4 - Develop a Health and Education Precinct. There are opportunities here for the delivery of allied health skills training as well as training covering general organisational needs such as cleaning, facilities management and business administration.

Returns

- The attraction of and creation of a higher educated and higher paid workforce
- Increased training in aged care and allied health skills to meet the needs of an ageing workforce
- Should TAFE choose to position itself within the Study Centre its numbers could be estimated to be about the same as the universities at an average growth rate of approximately 50 per year. However, this may be at the expense of some staff already employed by TAFE at the Alex Hills TAFE.

5.3 Increase engagement and support of U3A

Why? Why increase engagement and support for U3A?

U3A is particularly strong within the Redland City with 2000 members. This needs to be viewed as a resource, not just a 'Community organisation' to be serviced. It would be valuable to incorporate the skills within this large group within a number of the strategies listed, including the creation of a Study Centre and as mentors within the Redland City's proposed Innovation Hub.

What? What needs to happen?

Incorporate the U3A into a number of above strategies. In particular

- As users and as a resource in the initial development of a Study Centre
- Utilise U3A members as mentors within the Innovation Hub
- Utilise U3A members' skills and knowledge within the Centre of Excellence in Education for the Ageing

Returns

- This is a green field and places Redland City 'on the map' in providing leadership in a poorly addressed area of education and the ageing
- Moving from a culture regarding the aged as a liability to realising the aged as a resource
- Cross generational knowledge transfer
- Increased health of the aged through increased mental and physical activity, reducing the demand on the health sector
- A greater sense of community with involvement
- Would add to the financial return of the Innovation Hub
- Reinforces and consolidates the role of U3A as a positive and leading resource in Redland City
- Achievement of the Strategy and Action Plan turns a perceived weakness in ageing into a significant strength for Redland City
- This strategy is largely incorporated with *Strategy 3 Centre of Excellence in Education for the Ageing*. For the employment impact refer to Strategy 3.

5.4 Develop community accessible STEM options

Why? Why STEM options?

- The open space provided by the Redland City encourages a number of Technology initiatives including drone training by both QUT and TAFE as well as high tech horticulture
- This will increase the education credibility of the Redland City
- This will enable the cross fertilisation of ideas STEM education and research initiatives
- The strategy will encourage the entry of other STEM players

What? What needs to happen?

- Create a network and of the existing STEM strategies within the Redland City
- Identify and establish what the existing profile of STEM activity is within the Redland City
- Link this network of STEM players to the proposed Redland City Innovation Hub (This proposal has only just been submitted)
- The addition of the Arts, ie STEAM, may be considered. While the economic returns in arts education may not be significant the arts industry is a strength within Redland City which could be built on.

Returns

For a relatively low investment this strategy will:

- Increase the education credibility of the Redland City
- Enable the cross fertilisation of ideas STEM education and research initiatives
- Encourage entry of other STEM educators and researchers
- If Arts is added to STEM ie STEAM then this could provide added returns to the International education strategy – particularly with regard to Study Tours
- This strategy links to the Innovation Hub and a such returns will depend on the design of this Hub and the links

5.5 Develop community access to alternative and foundation studies sector

There are already a number of alternative and foundation learning facilities within Redland City. TAFE Queensland has an outstanding record in its Senior Studies program (year 11 and 12) at Alexandra Hills campus and there are a number of other support centres in that area such as The Sycamore School (based on the same TAFE campus) servicing primary students with Autism, and the Horizon Centre.

TAFE has a strong range of foundation courses.

Why? Why focus on foundation and alternative studies?

- The returns on investment in foundation and alternative education for those who are at risk of dropping out of education is high.
- There is a large increase in employability and productivity for a small amount of additional education at this level, providing significant return.
- While foundation education is often seen as a 'community obligation' it needs to be viewed as an economic imperative given the negative impact of low education on participation and productivity within the economy.
- People with low levels of education have least commitment to lifelong learning, meaning they will contribute little, and even cost the economy, now and into the future.

What? What needs to happen?

- Provide a supportive and coordinated approach to these programs, including marketing to raise their status and increase their uptake.

Returns

- While the economic impact of this initiative may not be seen in the short term it will enhance participation and productivity within the economy and reduce costs to the community in the longer term.
- The labour returns in this strategy may not be particularly high but the returns for recovering youth and others at risk of disengaging from education are extremely high, as this converts a potential cost to the region to a productive asset.

9 Summary Table of Strategies and Actions

These strategies and actions have been developed at a very practical level to provide short and long term achievements and an understanding of the path forward.

The RCC Economic Development Advisory Board has been provided with this table and the final product adjusted according to their feedback. Suggestions made by the EDAB include carefully staged implementation of these strategies and actions.

Timelines for each strategy are taken from month 'zero' and assumes a focussed attention to implementation. Resources required are summarised at the end of each strategy. A conservative approach to resources has been taken. Both the timelines and resources will depend very much on Council's implementation.

Actions have been set within the following time frames:

- a. • Short-term – within the next two financial years 2017/2018 and 2018/2019
- b. • Medium-term – within the following two financial years 2019/2020 and 2020/2021
- c. • Long-term – those to be undertaken 2021/2022 and onwards

<i>STRATEGY</i>		<i>Action</i>	<i>Time line</i>	<i>Who</i>	<i>Council's primary role</i>
<i>General Actions</i>	1.1	Identify and support Education Champions to promote the RCC Education strategy Recommend inclusion of: 1. Council, 2. Community (including Indigenous and senior educationalists), 3. School sector, 4 Tourism Sector and 5 Council International Ambassadors.	Short term	RCC	Facilitate
	1.2	Create a Study Redlands Group (including above) to drive, support, coordinate and promote Redland City 's Education Strategy. Engage members of the State's Study Group network to support this process. See case study in Appendix 3 Local Government Study Groups.	Short term	RCC	Facilitate/ Fund 'in kind'
	1.3	Differentiate Redland City from the competition in International Education. Potential: Differentiate Redland City as an 'Australian community-based experience with easy access to islands, beaches, a large city and theme parks'	Short term	RCC	Facilitate
	1.4	Identify and establish long-term, high-level education relationships at the level of Councillor/Mayor to CEO/President/Vice Chancellor	Short term	RCC	Advocate

STRATEGY		Action	Time line	Who	Council's primary role
	1.5	Initiate and establish strong relationships with relevant Government Departments - include Dept Education and Training and Dept Trade and Investment - International Education	Short term	RCC	Advocate
	1.6	Develop a Study Centre in Cleveland as an education focus for the city and the seed for a tertiary sector. Preferably within the proposed Innovation Hub.	Short term	RCC	Advocate/ Fund at least 'in kind'
Resources – General actions	Direct Expenditure: \$50,000 pa to be partially supported by TIQ program to employ one person half time plus on costs as Study Redland CEO Time resources: Staff time: 3.5 hours per week in initial start up period to support international and domestic sectors Councillor time: On Study Redland board (3 hours every 3 months (assuming quarterly meetings))				
Strategy 1 Grow International Education					
Step (1) International Study Tours	1.7	Identify and establish strategic and operational partnerships with well credentialed Study Tour Operator(s).	Short term	Study Redlands	Partner
	1.8	Develop partnership with 'Study Brisbane' and 'Study Gold Coast	Short term	Study Redlands	Partner
	1.9	Develop and submit an International Education funding application – with community and business partnerships eg Study Brisbane, Commercial Study Tour company.	Short term (by end of 2017)	Study Redlands	Partner
(1) A day study tour which is number one choice for Brisbane & Gold Coast International students seeking an island and/or indigenous cultural experience	1.10	Develop and implement a community based 'Homestay' program in partnership with a commercial operator and education stakeholders.	Short term	Study Redlands	Partner
	1.11	Develop and implement sustainable business model to support the reliable delivery of indigenous cultural aspects of study tours.	Short term	Study Redlands	Facilitate
(2) A range of study tours designed specifically with Redland City in the itinerary based on the Redland City's point of difference an 'Australian community experience'	1.12	Ensure implementation of the RCC Tourism Strategy is aligned with Study Tour actions - Especially the integration of the island and Indigenous Cultural Study Tours. (There is alignment in the plan.)	Short to Long term - ongoing	RCC	Facilitate
	1.13	Support study tour operators in the communication and promotion of range of study tours 1 day to 6 weeks based on the Redland City's point of difference of a 'Community experience' - largely through website.	Short to Medium term	RCC Study Redlands	Facilitate

<i>STRATEGY</i>		<i>Action</i>	<i>Time line</i>	<i>Who</i>	<i>Council's primary role</i>
<i>Step (2) English Language Colleges & Vocational Training</i>	1.14	Create strategic and operational partnership with well credentialed ESL school(s). Preferably vocationally or university registered to provide further education pathways.	Medium term	Study Redlands	Partner
	1.15	Involve CBD businesses in planning for ESL school within the CBD.	Medium term	RCC Study Redlands	Facilitate
	1.16	Provide incentives to ESL providers if necessary with potential of space at reduced rent.	Medium term	RCC	Fund 'in kind'
	1.17	Monitor impact of international students within CBD.	Medium to Long term - Ongoing	Study Redlands	Facilitate
<i>Step (3) International Growth in Schools</i>	1.18	Support the extension of the broader homestay system to schools wishing to develop their market.	Short term	Study Redlands	Facilitate
	1.19	Support schools in the development and promotion of their international education market. In particular support schools in CRICOS registration and marketing activities.	Medium term	Study Redlands	Facilitate
	1.20	Identify strategic and operational partnerships with well credentialed ESL schools that can provide school placements - minimising school marketing	Medium term	Study Redlands	Partner
<i>Step (4) International growth in Tertiary and Vocational Sector</i>	1.21	Advocate for university and Registered Training Provider uptake of international students within the Study Centre. This is very long term and depends on attracting the tertiary sector into specialised Study Centres hubs. Refer 1.4	Medium term	Study Redlands	Advocate
<i>Resources - Strategy 1</i>	<p>(Direct Expenditure: Refer to Resources General – utilise approx. 2/3 of the \$50,000 pa allocated above) As market grows RCC may identify that contribution to marketing costs will provide greater return</p> <p>(Time resources: Council staff time: 2 hours per week of that allocated above Counsellor's time: On Study Redland Board allocated above)</p>				

<i>STRATEGY</i>		<i>Action</i>	<i>Time line</i>	<i>Who</i>	<i>Council's primary role</i>
Strategy 2 Grow Tertiary Sector	2.1	Develop a brief of the 'Best fit' university Study Centre model - preferably within the Innovation Hub. Option 1: Provide and support space and administration of Study Centre, allowing for involvement of many education providers. Option 2: Negotiate the lease or purchase of Study Centre facility by a specific university. The latter is less costly but less flexible.	Short term	Study Redlands	Facilitate
	2.2	Engage the CBD business community in the planning process for the Study Centre.	Short term	RCC Study Redlands	Facilitate
	2.3	Develop an information prospectus to take to prospective universities to encourage investment in Redland City.	Short term	RCC Study Redlands	Facilitate
	2.4	Advocate on behalf of Redland City and coordinate the introduction of a higher education presence into the Study Centre. Refer 1.4 and 1.6. This should be based on a Study Centre within the proposed Innovation Hub within the CBD.	Short term	Mayor RCC	Advocate
	2.5	Identify suitable CBD Location.	Short term	Mayor RCC	Partner
	2.6	Identify strategic and operational partners university(ies) and a vocational provider(s) prepared to set up a Study Centre.	Short term	Study Redlands	Partner
	2.7	Negotiate with universities and RTOs / TAFE for agreement on a long-term growth model.	Short term	Study Redlands	Facilitate
	2.8	Option 1 model: Multiple universities and RTOs: Contract universities and vocational providers establishing a presence in the Study Centre. Include KPIs Option 2 model: one university and RTO	Short term	RCC	Partner
	2.9	Monitor growth of tertiary sector on Redland City economy.	Short to Medium term	RCC	Facilitate
	2.10	Growth to classroom delivery and large campus is demand driven. Timeline depends on demand	Medium term	Study Redlands	Facilitate
	2.11	Potentially advocate for and support the development of a campus when demand supports this	Medium to Long term	RCC	Advocate / Facilitate

STRATEGY	Action	Time line	Who	Council's primary role
<p><i>Resources - Strategy 2</i></p>	<p>Direct Expenditure: (\$ 50,000 allocated above) Option 1 model: \$100,000 for full time tutor – some of this cost could potentially be absorbed into the Innovation Hub staffing costs Option 2 model: zero staffing cost Funding in -kind: Potential cost of Incentives eg rent relief- dependent on negotiations. Time resources: Council staff time (1.5 hours per week for initial period to develop investment prospectus and consultation, allocated above) Role for Redland Investment Corporation in relation to surplus buildings or sites Councillor's time: (On Study Redland Board allocated above) and as required consultations with Federal and State MPs, Vice Chancellors, etc</p>			
<p>Strategy 3 Establish a Centre of Excellence in Education for the Ageing</p>	<p>3.1 Develop plan for the Establishment of a Research and Policy Centre for Education and the ageing primarily on economic (including health) impacts of education. This could be either within the Innovation Hub or the Health Precinct. Considerations include benefits of cross generational mentoring on mentors and mentorees, education of ageing and education by the ageing.</p>	<p>Short term</p>	<p>RCC</p>	<p>Facilitate</p>
	<p>3.2 Develop a summary advocacy sheet and business case highlighting the value of a Centre of Excellence in Education for the Ageing being established in Redland City.</p>	<p>Short term</p>	<p>RCC</p>	<p>Facilitate</p>
	<p>3.3 Include U3A as a resource within the Centre of Excellence.</p>	<p>Short term</p>	<p>RCC</p>	<p>Facilitate</p>
	<p>3.4 Advocate to Universities and Govt for funding and development of Centre</p>	<p>Short to Medium term</p>	<p>RCC</p>	<p>Advocate</p>
<p><i>Resources - Strategy 3</i></p>	<p>Direct Expenditure: Nil Incentives dependent on negotiations and outcome of Innovation Hub, other age based city initiatives and or Health and Wellness Precinct Time resources: Staff time: 2 hours per week for initial period to develop the investment plan and consultation Councillor time: As required consultations with Federal and State MPs, Vice Chancellors, State and Federal Departments. Once established Governance Board likely to require one Councillor's participation/membership</p>			

<i>STRATEGY</i>		<i>Action</i>	<i>Time line</i>	<i>Who</i>	<i>Council's primary role</i>
Strategy 4 Create a Health and Education Precinct	4.1	<p>See Health Strategy Develop a Health and Education Precinct on the site defined on the Redland City Council Plan and proposed in the Health Industry Strategy and Action Plan. Potentially include:</p> <p>1 TAFE Queensland in the training of aged care and nursing, as well as support occupations such as cleaning and administration. 2 Specialist Registered Training Providers in allied areas such as pilates and yoga instruction 3 Training space for a university health faculty and with nursing, allied health and management on their registration.</p>	Medium term	RCC	Advocate
Resources - Strategy 4	<p>Direct Expenditure: Absorbed into Development of Health and Wellness Precinct Time resources: Staff time: 1 hour per week for initial period to develop the investment plan and consultations</p>				
Strategy 5 Engage the community in education and lifelong learning		Underpin all actions with the concept of lifelong learning.		RCC	Facilitate
5.1 Increase engagement with school sector	5.1	Create and facilitate formal communication structures to improve communication, understanding and support between schools and the RCC. Utilise and formalise existing groups	Short term	RCC	Facilitate
	5.2	Incorporate school involvement in the development of all education strategies.	Short to Medium term	Study Redlands	Facilitate
	5.3	Include Schools in the development of the Study Centre to encourage transition from school to tertiary training within the Redland City.	Short term	Study Redlands RCC	Facilitate
	5.4	Encourage access of TAFE secondary students to the Study Centre.	Short term	Study Redlands	Facilitate
	5.5	Lead the way in supporting students work placements within the RCC.	Short term	RCC	Facilitate

<i>STRATEGY</i>		<i>Action</i>	<i>Time line</i>	<i>Who</i>	<i>Council's primary role</i>
<i>Resources - Strategy 5.1</i>		Direct expenditure: Nil Time resources: Staff time: 2 hours per semester - communication meetings Councillor time: 2 meetings per year			
5.2 Increase access to vocational education		Provide opportunities for RTOs, including TAFE, to be a key part of a range of these Education strategies particularly:		Study Redlands	Facilitate
	5.6	Strategy 1 - Grow international education.	Medium term	Study Redlands	Facilitate
	5.7	Strategy 2 - Grow the university sector. Note TAFE has a number of university partnerships and the capability to deliver a range of University level programs. As such they could contribute both vocational and higher level programs within a Study Centre.	Short to Medium term	Study Redlands	Facilitate
	5.8	Strategy 4 - Develop a Health and Education Precinct. There are opportunities here for the delivery of allied health skills training as well as training covering general organisational needs such as cleaning, facilities management and business administration.	Medium to Long term	Study Redlands	Facilitate
<i>Resources - Strategy 5.2</i>		Direct expenditure: Nil Time resources: Incorporated into main strategies			
5.3 Increase engagement and support of U3A	5.9	Incorporate the U3A into education strategies. In particular:			
	5.10	As users and as a resource in the initial development of a Study Centre.	Short term	Study Redlands	Facilitate
	5.10	Utilise U3A members as mentors within the Innovation Hub.	Short to Medium Term	Study Redlands	Facilitate
	5.11	Utilise U3A members' skills and knowledge within the Centre of Excellence in Education for the Ageing.	Short to Medium Term	Study Redlands	Facilitate
<i>Resources - Strategy 5.3</i>		Direct expenditure: Nil Time resources: Incorporated into main strategies			

STRATEGY		Action	Time line	Who	Council's primary role
5.4 Develop community accessible STEM options	5.12	Create a network and of the existing STEM strategies within the Redland City. The addition of the Arts – ie STEAM may be considered.	Short term	Study Redlands	Facilitate
	5.13	Establish a working group made up of those with a focus on STEM education and research to promote linkages and growth of the STEM industry in Redland City.	Short term	Study Redlands	Facilitate
	5.14	Establish the base profile including base employment numbers of STEM within Redland City	Short term	Study Redlands	Fund in kind"
	5.15	Encourage and promote school achievements in STEM (including competitions).	Short term - Ongoing	Study Redlands	Facilitate
	5.16	Link key STEM players – research and education within the Redland City - through the planned innovation Hub - include TAFE as a major player in training in assistive and drone technology.	Short to Medium term - Ongoing	RCC	Fund 'In kind'
<i>Resources - Strategy 5.4</i>	Direct expenditure: Nil Time resources: Largely incorporated into main strategies Staff time: 1 hour per fortnight Councillor time: 1 hour per fortnight				
5.5 Develop community access to alternative and foundation studies sector	5.17	Create network of education bodies using (eg schools) and supplying Foundation studies to understand their needs and support them in addressing these.	Short to medium term	Study Redlands	Facilitate
	5.18	Facilitate promotion, and provide advice, to strengthen members of the network – largely website	Short to medium term	Study Redlands	Facilitate
<i>Resources - Strategy 5.5</i>	Direct expenditure: Nil Time resources: Largely incorporated into main strategies Staff time: 1 hour per fortnight Councillor time: 1 hour per fortnight				

10 Summary of additional actions to consider

Throughout the study there were opportunities identified that needed addressing. These opportunities were not all suited to be within a proposed strategy, however, they have been noted through the document and addressed with 'Actions to consider'. This is a summary list of those actions.

- 1) *As employment data by industry and occupation is readily available and provides the most useful proxy for GRP, it should be the focus of initial KPI measurement.*
- 2) *Redland City needs to focus on those education/economic links that will best (most productively, effectively and efficiently) lead to achievement of EDF objectives including GRP, exports and jobs.*
- 3) *Strategies to achieve the points above are largely within the EDF but need to be sharper and more focussed with clearer pathways between the situation now and the EDF objectives for 2041.*
- 4) *Review the potential for large tenders and contracts within the industry, such as cleaning contracts, to be allocated locally.*
- 5) *All Redland City industry strategies should include a Strategy to address skill gaps, i.e. an industry sector education and training strategy.*
- 6) *Develop a strategy specific to Tourism to address identified skill gaps. This may include a model embedding training and assessment within the industry.*
- 7) *RCC needs to remain aware of the link between Socio Economic Status (SES) and education and training participation and outcomes. This needs to be a consideration in its Corporate Planning, City Plans, Operational Planning and programs. These plans and actions can have indirect but very positive impacts on the education sector.*
- 8) *RCC continue to participate strongly with the North Stradbroke Island Economic Transition Strategy process and seek state government support to extend the program to other island and RCC mainland Indigenous communities facing similar issues to those on NSI.*
- 9) *RCC to review the impact of the ageing of the population on the EDF GRP and employment objectives.*
- 10) *RCC take a leadership role and in consultation with school principals provide a formal framework of interaction to cover meaningful issues. For example, half yearly meetings between Principal and RCC celebrating successes and addressing issues. This could rotate venues allowing schools to showcase their points of difference. Issues could include, success of school to work transition program, Careers and Courses Expos. This is a facilitating role with short to long term outcomes.*
- 11) *RCC consider a representative of the school sector should be considered for addition to the Education Strategy Implementation sub-committee. RCC's role is to facilitate.*
- 12) *RCC be formal part of 'The Schools Work Network' which facilitates the schools to work transition and hence improve employment outcomes for Redland City school students. RCC's role is to participate, no cost, short to long term outcomes.*
- 13) *RCC include TAFE and QUT training in drone technology, work on assistive technologies and other STEM undertakings in Redland City in the network of activities making up the Innovation Hub.*
- 14) *RCC take a coordinated approach to encouraging Registered Training Organisations (RTO) partnerships though including RTO access to a centralised Study Centre.*
- 15) *RCC has the opportunity to lead and sponsor community based education and training for the older active population. As the Australian population ages, Commonwealth and State funding to Councils and other NGOs should become available to support meeting this need at the local level.*
- 16) *RCC should take the initiative and develop pilot sites (with Commonwealth and State funding) to establish a national research centre for the policy, research and program development of education and training services for the aged population.*
- 17) *Ensure that the Health Precinct site to the south of the Hospital (old F&P factory) has zoning that would allow education as well as health use.*
- 18) *It is recommended that an awareness program with regard to alternative pathways for existing workers be promoted. Chamber of Commerce may be valuable support here.*

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Appendix 1 Stakeholders and consultations

To ensure engagement and the maximum leveraging of ideas and knowledge, the consultation process is extensive and continues to grow.

RCC Council

Mayor Karen Williams

RCC Officers

Frank Pearce

Noreen Orticio

EDAB Workshop with 5 members of EDAB

Bond Uni, Education

Technology

Redland Investment Corporation

CEO

Catherine O'Sullivan

Jordan Duffy

Peter Kelly

Redland Chamber of Commerce

President

Garry Hargrave

Higher Education

University of Queensland Vice Chancellor

Griffith University Vice Chancellor (acting)

University of Southern Qld Vice Chancellor

Central Qld University Vice Chancellor

Central Qld University Senior Deputy Vice Chancellor

SCU Vice Chancellor

Think Education/ Laureate University CEO

International University network broker

Peter HØj

Ned Pankhurst

Janet Verbyla

Professor Scott Bowman

Alastair Dawson

Greg Hill

Linda Brown

U3A

Julie Porteus

Colin Sutcliffe

Iris Murray

TAFE TAFE Qld CEO TAFE Qld

TAFE Qld Brisbane Executive Director, Business Innovation & Commercialisation

TAFE Qld Brisbane Ex Executive Director, Business Innovation & Commercialisation

TAFE Qld SW General Manager

Jodi Schmidt,

Shayne Ostwald X2

Peter Laing

Brent Kinnane

Health Carramar Consulting

Odette Pagan

Private schools

Ormiston College Headmaster

Sheldon College Founder and Principal/CEO

Faith Lutheran College Principal:

Sycamore Managing Director

Redlands College Principal

Carmel College Principal:

Australian Industry Training College, AITC

Brett Webster

Dr Lyn Bishop

Shane Altmann,

Cindy Corrie

Andrew Johnson

Brian Eastaughffe

Mark Hands

State secondary schools

Cleveland District State High School Deputy Principal

Wellington Point State High School Principal

Victoria Point State High School Principal

Alexandra Hills State High School Principal

Capalaba College Principal

Karen Abraham

Susan Dalton

Scot Steinhardt

Gail Armstrong

Bronwyn Johnstone

International

Trade and Investment Executive Director International Education

Education Qld International

Council International Ambassador

Council International Ambassador

Browns International CEO

Union Institute of Language CEO

Union Institute of Language

Union Institute of Language

Rebecca Hall

Jack Stathis

Michael Choi,

Teoh 'Tetsuo Mizuno'

Richard Brown

Hugh Ritchie

Anne McDougall

Trent Irvine

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Study Cairns

Carol Doyle

Government

Department of State Development
CEO RDA Logan and Redlands -

Stuart Cameron
Mariae Leckie

Major employers

JJRichards
Redland and Mater Hospitals (undertaken by Carramar)

Other

Redlands Research Facility
North Stradbroke Island Transition Strategy Team

Lawrence Cooper
Stuart Cameron

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Appendix 2 Alternative Pathways Case studies

1. Sam had worked in a school office for 9 years. She has no qualification but has worked her way up to manage all the non-teaching staff, manages the budget, projects etc. She has a broad range of skills and knowledge. Through a Registered Training Organisation (RTO) her skills and knowledge, gained through experience, were assessed and from this she achieved the Diploma of Business (equivalent on the Australian Qualifications Framework to first year university) without study. A Diploma has automatically provided her with an OP of 9 which gives her acceptance to a range of universities. She wants to do a Business degree. Several universities offer her direct entry into second year of the Bachelor of Business Program.
2. Jason dropped out of school at 14. At 17 he studied a Certificate III in Hospitality – an area he was interested in - at a private RTO. His Certificate III is approximately the same level as year 12 within the Australian Qualifications Framework (AQF) and gave him direct entry into a Bachelor degree at university.
3. With 3 children and no year 12, Jacinta undertook a university certificate and did well enough at this to be accepted into the university program, with the units she had done credited towards her degree.

Appendix 3 Local Government Study Groups

Growth of international sector

The international education sector is a major industry for Australia. It is the third largest export sector after iron ore and coal and is the largest contributor to service sector exports. Deloitte Access Economics has identified the sector as one of five key growth opportunities for Australia.

Government involvement

The Australian and state governments actively promote development of the sector for economic and cultural reasons. Some local governments also actively promote the sector as a key part of their economic development strategies.

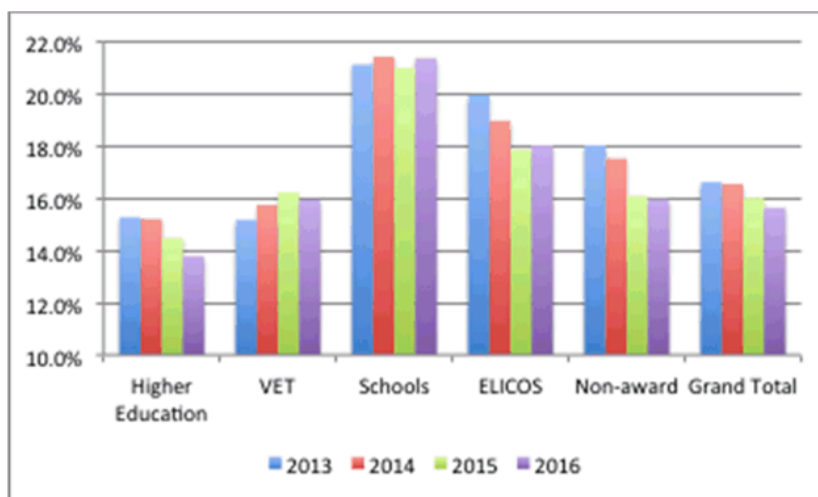
Scope and definitions

Reporting of international student numbers is the responsibility of the Commonwealth Department of Education and Training (DET). To date the focus has been on National and State reporting but DET has not reported on student numbers on a sub-state basis. Redland City Council requested that DET provide data for international students in the city, and DET has advised that there were some 130 international students in Redland City in 2016. This compares with 520 for Ipswich, 90 for Moreton Bay and 2,210 for Logan Cities

DET reports on international students on student visas that are enrolled in courses leading to a qualification in the Australian Qualification Framework. In addition, there are large numbers of students that are not included in the DET data, including Study Tours, visitors on other visas such as those on working holidays undertaking ELICOS and those on short professional development or management courses.

Queensland performance

In broad terms Queensland has grown in parallel with the growth of the industry in Australia. In 2016, Queensland’s market share for all students was 15.6% but its market share was higher in the schools (21.4%) and ELICOS (18.0%) sectors but low in Higher Education (13.8%). To place this in perspective Queensland has 20.1% of the Australian population. Only in the schools’ sector is the Queensland market share of international students above its population share. Over recent years, Queensland’s market share of the school sector has increased marginally, whereas all other sectors except VET have declined.



Queensland Market Share of International Students by sector, 2013 to 2016

Source: DET

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Main Queensland locations

As Queensland is a highly dispersed state, international education is much more important for regions than in other States. It is estimated that greater Brisbane accounts for about 65% of all international students in Queensland. Study Brisbane has links with other LGAs in Greater Brisbane.

The other important regions are:

- Gold Coast
- Cairns
- Townsville
- Sunshine Coast
- Toowoomba

Of these, the Gold Coast has the greatest number, with the number of international students on visas about the same in each of the other locations. The lack of DET sub- regional data severely hampers the assessment of numbers in Queensland regions or in LGAs.

Scope and governance of study organisations

There is no one standard model that applies to the major Study Organisations in Queensland. No two are the same. All have developed in response to opportunities and circumstances. Gold Coast is particularly well funded, but for others Council funding consists of a mix of financial, support in kind (such as office space), to no direct funding support.

In relation to funding, the Queensland Government International Education Strategy seeks to develop capacity in the regional Study Organisations and funding is available to Study Organisations.

Similarly, some Study Organisations have an international focus only and some international and domestic with a whole of industry role. Most of the Study Organisations operate at an arms-length relationship with Council, but others are within the Council structure.

There are no case studies that apply exactly to Redland City, particularly with regard to being a region with a capital city on its doorstep. However, a brief case study on ‘Study Cairns’ has been included here as Cairns:

- is highly successful in the International Education
- services a similar population, both at about 150,000 to 160,000
- has an sector as does Redland City although for Redland City this has not been fully capitalised on yet
- has a strong sense of community
- has easy access to an international airport as does Redland City
- initiated its international growth on study tours unlike other regions which initiated their growth in this sector based on a tertiary institution

The pattern of growth in the Cairn’s International Education over the past 20 years, although not all planned, supports the planned approach to the Development of International education with in Redland City as illustrated below:



Figure 8 Redland City pathway to an increased International Education footprint

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Study Cairns - Case Study

Study Cairns is a not-for-profit organisation established in 1997 and is headquartered in the CBD of Cairns, Queensland. Study Cairns is the lead agency for International Education and Training (IET) in the Cairns region. It is a collaborative international education network and marketing cluster which is dedicated to supporting its members to grow international education and training opportunities for the Cairns region.

Study Cairns Executive Board comprises; President (Carol Doyle), Vice President, Treasurer, Secretary, Sub-Chair and ten other members. These committee members have excellent knowledge of the educational industry both domestically and internationally.

In the 20 years of their existence they have grown from a small base to approximately 30,000 international students from 34 countries, the vast majority of whom are either on Study Tours or on Working Holiday Visas attending English Language courses.

Edu tourism is a large part of their international portfolio.

Study Cairns is an incorporated body with the stated **aim**: To position Cairns as a premier international education destination and to maximise economic opportunities for the Cairns region

Study Cairns **objectives** are to:

- carryout marketing activities both locally and internationally to promote new educational business opportunities for the Cairns region. Including timely first level information on projects and business opportunities through direct contact with the members using email, telephone, members briefing sessions.
- conduct regular meetings for the members to network and discuss various issues and business opportunities relating to education
- investigate opportunities for strategic alliances to provide a whole of project solution to customers
- participate in cross cluster collaboration
- lobby government on behalf of members
- ensure industry training and education programs are relevant to local industry needs³⁹

Study Cairns has the powers of an individual, for example:

- enter into contracts
- make charges for services and facilities it supplies
- do other things necessary or convenient to be done in carrying out its affairs

Membership is made of up stakeholder businesses including tourism, and education institutions who pay a fee for that membership. There is a schedule hierarchy of fees which also provides for a greater number of votes. They also have sponsor ship packages. The benefits gained for membership and sponsorship are clearly outlined in professionally published prospectus.

The current Study Cairns Constitution 2011 is available but is due for review. The **Strategic Plan objectives** provides a broader understanding of their market intent. The four objectives within their Strategic Plan are:

1. To promote the Cairns and Far North Queensland region as the leading regional international education and training destination.
2. Build and maintain relationships with stakeholders in regards to capability to support international education and training in the region
3. To provide partners/members with market intelligence, networking opportunities and strategic direction to assist with business development

³⁹ Study Cairns Inc Constitution, 2011

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4. To provide effective advocacy on matters pertaining to regional international education and training⁴⁰

Examples of **value propositions** for Cairns include:

- It is possible to get a quality education experience that is affordable
- Just as an international student can gain a Bachelor degree from a university in Omaha, USA so can an international student at a University in Cairns
- The benefit is they can study in a destination that is safe, affordable, accessible and friendly⁴¹

Status of International Education in Cairns

The primary pathway options in Cairns include:

School		Financial outcome
(Short Stay Student)	4 weeks	If there was one student in each of these programs that you equate to 5 years, 4 months and one week.
Study Tour (English plus tourism)	5 days	
English Language School (Intensive English)	3 months	In direct value to Cairns this equates to \$234,000 ⁴¹
Vocational Education and Training (Diploma)	1 Year	
Vocational Education and Training (Advance Diploma)	2 Years	
University (Bachelor)	2 Years	

Of the \$937M in International Education revenue outside of Brisbane, Cairns accounts for \$150M, including flow on effects.

The industry within Cairns is estimated to employ 1050 people.⁴¹

Apart from revenue gained through students in their time on courses there are a number of other sources including an estimated additional:

- 17% from students staying before and after their courses
- 5% from friends and family visiting
- 38% visiting other regions within Australia⁴²

Study Cairns appears to be a vibrant and collaborative body, lobbying for and driving the growth of the regional International Education sector.

The president of Study Cairns in her final remarks at the 2017 Queensland International Education and Training Summit states:

*‘A partnership will be the foundation of success
We need a value proposition to remain competitive’*

And importantly

‘We need to continue to build a collaboration program between regional areas through study clusters.’⁴¹

⁴⁰ Study Cairns Website, <http://www.StudyCairns.com.au/>, 2017

⁴¹ Real story of the Real Australia, IET Trade and Investment presentation, Carol Doyle – President of Study Cairns, 2017

⁴² Cairns International Education Sector, Value to the regional economy, Cummings Economics, 2004
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Appendix 4 Study Tour example

LOGO

EXAMPLE ONLY Community & Leadership Study Tour in the Redlands Area - Itinerary and Quote

Group: *School Age*

Referrer:

Arrive:

Depart:

Inclusions

- English classes as per attached itinerary.
- All excursion and activity fees as per attached itinerary.
- Transfers between airport and UIL campus on arrival and departure.
- Transport for all activities and excursions.
- Orientation kit on arrival.
- All stationary and tuition materials.
- Homestay accommodation including 3 meals per day.
- UIL staff member to accompany all activities and excursions.
- UIL Certificate of Graduation.
- Graduation gift.

Exclusions

- Airfares
- Personal expenditure and items of a personal nature.
- Activities and transfers arranged by the Agent
- Agent commission is not included in the quoted price, which is a net price.
- **Travel/Health Insurance** is not included in any of the prices quoted. It is strongly recommended that travel/health insurance should be arranged for the duration of each student's and tour leader's stay in Australia.

Quotation Acceptance:

UIL Tour Fee (Australian \$)	Quote Per Tour Participant
15-23 PAX + 1 FOC	*AU\$2870

Name: _____ Signature: _____

Short Version No. : 1

Date: 9/4/17

Prepared by: Anne McDougall



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2 Week Community and Leadership Focused English Study Tour in the Redlands area

DAY	Schedule
1 Friday	Depart Home Country.
2 Saturday	Welcome to Brisbane. A UIL staff member will meet you at the airport. Welcome BBQ. Transfer to homestay
3 Sunday	Full Day Excursion: Visit Mt Coot-tha for City Views and Tour of Brisbane City. Visit Lone Pine Koala Sanctuary to hold a koala and experience Australian Wildlife. <i>Lone Pine Koala Sanctuary in Brisbane, is the world's first and largest koala sanctuary, with over 130 koalas. Cuddle a koala anytime, hand feed kangaroos and encounter a large variety of Aussie wildlife, all in beautiful, natural settings. www.koala.net for more information</i>
4 Monday	English assessment. UIL English class at local school and join in some classes with local school students eg. sport, art, music.
5 Tuesday	UIL English class at local school and join in some classes with local school students eg. sport, art, music.
6 Wednesday	UIL English class at local school and join in some classes with local school students eg. sport, art, music. Afternoon Community Service: Local park environment clean up and land maintenance.
7 Thursday	Full Day Excursion: Morning visit to the Moreton Bay Environmental Centre to understand the importance of taking leadership in environmental awareness. Afternoon visit to Daisy Hill State Forest Park and the Conservation Centre.
8 Friday	UIL English class at local school and join in some classes with local school students eg. sport, art, music Graduation Ceremony: Presentation of Certificates and farewell speeches.
9 Saturday	Full Day Excursion: Visit Dreamworld Theme Park on the Gold Coast Dreamworld on the Gold Coast is Australia's largest theme park. Home to great thrill rides, Nick Central, Tiger Island, native wildlife and more. www.dreamworld.com for more information
10 Sunday	Free Day with Homestay
11 Monday	Overnight Excursion: Enjoy the outdoor education camp focusing on leadership, teamwork and lifeskills on beautiful Stradbroke Island doing a range of environmental outdoor education and adventure activities. Enjoy an Aboriginal Cultural Presentation.
12 Tuesday	Overnight Excursion: Enjoy the outdoor education camp focusing on leadership, teamwork and lifeskills on beautiful Stradbroke Island doing a range of environmental outdoor education and adventure activities.
13 Wednesday	Full Day Excursion : Visit the famous tourist destination the Gold Coast and then visit the beautiful beaches and enjoy excellent shopping opportunities to buy gifts and souvenirs.
14 Thursday	Depart Brisbane

Note: Changes to the itinerary may require a revised quotation.

Terms and Conditions:

Validity

- The quote is valid for a period of one year from the quote date.
- Any changes to the itinerary may incur additional fees.
- Late night arrival or departure flight times may incur additional fees.
- UIL reserves the right to cancel an activity in circumstances outside its control e.g. activity cancellation due to bad weather. UIL will make every effort to provide alternative activities in consultation with the Tour Leader/s.
- UIL reserves the right to move activities around if activities are not available at the scheduled time or date.

File name: Education and Training Strategy and Action Plan Report - FINAL for 23 August General Meeting

Accommodation

- Students will be accommodated with suitable Homestay families, as indicated in the Itinerary.
- Twin share means 2 students sharing the same bedroom. There may be other students in the home.
- Single means 1 student per bedroom. There may be other students in the home.
- The Homestay families will supply three meals per day.
- Homestay Application Forms must be received 4 weeks prior to arrival to ensure effective matching with appropriate families.
- A final accommodation list will be provided to the agent or school no earlier than 2 weeks prior to arrival.
- A change made to original sharing arrangements may incur an additional charge of \$250.
- Any damage to Homestay property caused by students/tour leaders must be paid for by the student/tour leader.

Cancellation fees

- UIL will deduct 50% of the study tour quote for individual cancellation 1 week before the commencement date.

Payment

- A 25% Study Tour Deposit is due within 30 days of signing this agreement.
- The remaining 75% is due 1 month prior to arrival.

All payments should be made to the following account and email confirmation of payment sent to enquiries@uil.edu.au

Bank Name:	Commonwealth Bank of Australia
Bank Address:	xx, Brisbane, Queensland, 4000, Australia
Account Name:	Union Institute of Language – Springfield Campus Pty Ltd
BSB:	064 xxx
Account Number:	1116 xxx
Swift ID Code:	CTBAxxx

Further Information:

For more information regarding this UIL Study Tour Program, please contact: Anne.Mcdougall@uil.edu.au

*NOTE: It is estimated that 50% of revenue would go back into the Redland City community.

Appendix 5 Employment impacts of education strategies

Strategy 1 Grow International Education - Employment impacts

Employment impacts					
Year	Schools	ELICOS	VET	Higher Ed/Other	Total
2017	9	0	0	0	9
2018	11	0	0	0	11
2019	14	2	0	3	19
2020	17	4	1	5	27
2021	19	6	3	10	38
2022	19	8	4	13	44
2023	19	8	5	15	48
2024	19	8	6	18	51
2025	19	8	8	20	55
2026	19	8	9	23	59
2027	19	8	10	25	63
2028	19	8	11	25	64
2029	19	8	13	25	65
2030	19	8	14	25	67
2031	19	8	14	25	67
Total Full Time Equivalent Person Years Employment					686
Average/year over 15 years					46

Table 11 Employment impacts of education Strategy 1 Grow International Education

Strategy 2 Grow the university sector - employment impacts

Year	Driver	Direct Employment	
		Students FTE	Staff FTE
			International students at 28%
2017	0	0	0
2018	0	8	0
2019	100	8	28
2020	200	17	56
2021	400	34	112
2022	500	42	140
2023	600	50	168
2024	700	59	196
2025	800	67	224
2026	900	76	252
2027	1000	84	280
2028	1000	84	280
2029	1000	84	280
2030	1000	84	280
2031	1000	84	280
Full Time Equivalent		781	
Average/year over period		52	

Table 12 Employment impacts of education Strategy 2 Grow the university sector

File name: Education and Training Strategy and Action Plan Report - FINAL for 23 August General Meeting

Strategy 3 Establish a Centre of Excellence in Education for the Ageing and Strategy 5.3 Increase engagement with, and support for, U3A – employment impacts

Redland City Population aged 60 and over and with 1% point and +0.5% point increase in labour force participation rate over base case

			Base Case		+1% point			+0.5% point		
Qld Pop projections	Pop'n	LF on Trend	LFPR	LF	LF	LF	Difference from base case	LF	Difference from base case	
2016	34,695	27.65	27.7%	9593	28.7%	9940	347	28.2%	9767	173
2021	40,786	30.08	30.1%	12266	31.1%	12674	408	30.6%	12470	204
2026	46,799	31.29	31.3%	14642	32.3%	15110	468	31.8%	14876	234
2031	52,213	32.50	32.5%	16969	33.5%	17491	522	33.0%	17230	261
							1745			872
						Av An PYE	436		Av An PYE	218
						PYE	6543		PYE	3272
						FTE at 50%	3272		FTE at 50%	1636

- PYE Persons Years Employment
- FTE Full Time Equivalent
- FL Labour Force
- FFPR Labour Force Participation Rate

Table 13 Employment impacts for education strategies: Strategy 3 Establish a Centre of Excellence in Education for the Ageing and Strategy 5.3 Increase engagement with, and support for, U3A

Strategy 4 Develop a Health and Education Precinct

The employment impacts will be driven by the Health and Welfare sector strategies. The addition of Education to the Health and Welfare Precinct adds greater viability for the Precinct. Employment value will be above what would otherwise occur as a result of the development of the Health and Welfare Precinct, however the degree of increase will depend very much on the construct and implementation of this Health Strategy.

Strategy 5 Engage the community in education and life-long learning

5.1 Increase engagement with the school sector

Engagement with the school sector is needed, however, this is to strengthen an already strong sector. This will lead to greater efficiencies and potentially greater productivity. It is not subject to the type of employment impact analysis undertaken for the other strategies.

Employment impacts are too diffused to assess, however any effort that results in increased school retention and better employment outcomes is a significant positive outcome.

File name: Education and Training Strategy and Action Plan Report - FINAL for 23 August General Meeting

Strategy 5 Engage the community in education and life-long learning
5.2 Increase access to the vocational training sector

Year	Driver	Direct Teaching Employment	Net Additional Flow on employment
	Additional Students *	Staff FTE	
2017	0	0	0
2018	100	2.5	50
2019	100	2.5	50
2020	100	2.5	50
2021	100	2.5	50
2022	100	2.5	50
2023	100	2.5	50
2024	100	2.5	50
2025	100	2.5	50
2026	100	2.5	50
2027	100	2.5	50
2028	100	2.5	50
2029	100	2.5	50
2030	100	2.5	50
2031	100	2.5	50
FTE PYE		35	700
Average/year over period		2	47
Assumption values	40		0.5
FTE PYE	Full Time Employment Person Years Employment		

*Additional students extra 100 on top of existing program of 200 per year

Table 14 Employment impacts of education Strategy 5.2 Increase access to the vocational training sector

Strategy 5 Engage the community in education and life-long learning**5.4 Develop a community of accessible STEM options**

This strategy is working from a low base. Science, Technology, Engineering and Mathematics (STEM) employment within Redland City has some highly interesting areas but it is sparse and disjointed. STEM in Redland City includes the areas of marine, agriculture, industry and robotics.

An indicative estimate is that there are about 100-150 people employed in the sector presently, mainly as researchers and teachers. One of the early actions in this strategy is to establish the baseline number. Better coordination and linkages through the implementation of this strategy would attract more STEM activity and an increase in employment.

If the option of including Arts education in this STEM strategy is applied (ie STEAM) this would lead to greater employment still. Predictions on the degree of increase are difficult to make given the lack of a baseline figure.

Strategy 5 Engage the community in education and life-long learning**5.5 Develop community access to alternative and foundation studies sector**

Direct employment in this area has higher ratios than for strategy 5.2. and so small measures of growth will lead to relatively higher labour returns. Staff student ratios require more intensive teaching than standard TAFE at ~15:1 relative to ~ 40:1. Therefore direct employment outcome could be about 3 times higher but still very low.

However, this strategy is one where direct employment outcome is not the most effective measure. The economic value is in recovering those at risk of 'dropping out' of education and the resultant avoidance of the significant costs of low education levels, which includes unemployment.

13.6 2070 STORM TIDE HAZARD MAPPING











Objective Reference:

Authorising Officer: Louise Rusan, General Manager Community & Customer Services

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

Report Author: Dean Butcher, Strategic Planner

Attachments:

1. **2070 Storm Tide Hazard Map Mainland**  
2. **2070 Storm Tide Hazard Map Islands**  
3. **Notes for Both Mainland and Islands Maps**  
4. **Web Page: Storm Tide Mapping Information**  
5. **Communication Plan: Storm Tide Mapping Information**  

PURPOSE

The purpose of this report is to inform Council that a new map depicting a 1% Annual Exceedance Probability (AEP) Storm Tide Event in the year 2070 has been developed for community information purposes. In addition, this report:

- provides an overview of events that led up to this body of work being undertaken;
- summarises how the mapping will be used; and
- outlines the content of a supporting Communication Plan (Attachment 4 – Web Page: Storm Tide Mapping Information) which addresses how and what information will be made available to the public and the communication channels that will be used.

BACKGROUND

The information below provides a brief overview of events that led up to the generation of the 2070 Storm Tide Map:

2011: Council commissioned a consultant firm (Cardno) to produce a 1% AEP Storm Tide Map for the year 2100. The mapping factored in the predicted impacts of climate change, including a 10% increase in storm intensity and a 0.8m sea level rise by 2100. Furthermore, a 0.3m freeboard was incorporated as a contingency.

2014: The storm tide hazard mapping was amended to remove the 0.3m freeboard. The revised mapping was subsequently utilised to develop the Flood and Storm Tide Hazard Overlay (FSTHO) that formed part of the Draft City Plan (public consultation version). It should also be noted that during the Draft City Plan public consultation period, non-statutory storm tide hazard mapping incorporating projected sea level rise by the year 2060 was also made available to assist the public with understanding the potential storm tide hazard inundation risk over time.

2015: The revised storm tide hazard mapping was made available to the community during the public consultation period for the Draft City Plan, which took place between 14 September 2015 and 27 November 2015. In response to public submissions and interest, Council resolved on 18 November 2015:

1. *To conduct a desktop review of all Storm Tide studies, assumptions and methodologies prepared for Redland City Council in consultation with the technical working groups of Raby Bay Ratepayers Association and Aquatic Paradise Residents Association, with the State Government; and*

2. *That the findings to be presented to Council for its consideration prior to the draft Redland City Plan being resubmitted to the Planning Minister.*

2016: In accordance with the resolution by Council, an independent consultant (Water Technology Pty Ltd) was engaged to undertake the review. The review was coordinated by Council planning officers and prepared in consultation with the technical working groups from the Raby Bay Ratepayers Association and Aquatic Paradise Residents Association (APRA) and representatives from the State Government. The review culminated in the development of the consultant report titled 'Independent Technical Review of Storm Tide Hazard Studies'. The report noted that while the methodology used to undertake the storm tide hazard studies was appropriate, the methodology used to generate the mapping could be improved.

2016-2017: Further meetings and discussions were held with nominated representatives from the technical working groups to develop a refined FSTHO. As requested by the technical working groups, the refined FSTHO incorporated amendments that will enable users to differentiate between the 2016 (non-statutory) and 2100 (statutory) 1% AEP storm tide event, as well as explanatory notes. The refined mapping was prepared by Water Technology Pty Ltd in early 2017. It is noted that the refined Flood and Storm Tide Hazard Overlay was submitted to the Minister for approval as part of the draft Redland City Plan information package, which has since been approved for adoption.

2017: Following further discussions with Council officers, a representative from the Aquatic Paradise Residents Association wrote to the Mayor and each of the Councillors requesting the production of a 2060 or 2070 storm tide map. The rationale provided was as follows:

- As there is an increasing degree of uncertainty associated with predicting the impacts of climate change into the future, using a shorter timeframe reduces the potential margin of error in those predictions;
- Empirical evidence from nearby tidal gauges has not aligned with Sea Level Rise predictions made to date; and
- The mapping could have an adverse impact on property values, as prospective property purchasers may not understand what the mapping is seeking to portray.

Given that newly constructed houses have an approximate engineering life of 50 years, Council officers agreed that preparing a non-statutory 2070 map would have merit and assist landowners in gaining a better understanding of storm tide impacts over time. Subsequently, Water Technology was engaged to undertake this further body of work. This is consistent with the approach taken during the public consultation period on the Draft City Plan where non-statutory storm tide hazard mapping was made available to assist the public with understanding potential storm tide hazard inundation risks over time.

2018: Council has now received the mapping data from the consultant and has compiled a 2070 storm tide hazard map. This mapping assumes a 0.41m rise in the mean sea level by the year 2070. These maps are represented in Attachment 1 and Attachment 2.

ISSUES

As demonstrated by the number of submissions on storm tide matters received during the public consultation period for the draft City Plan (120+), the revised Storm Tide mapping is a matter of significant interest to residents.

It is therefore essential that any additional information made available to the community is easily understood and is not confused with the statutory storm tide mapping contained within the FSTHO of the new Redland City Plan.

On this basis, it is proposed that the 2070 storm tide mapping be released on Council's website on a page specifically dedicated to explaining the role and function of each of the storm tide mapping datasets. In this way, the community will have a single point of reference for all of Council's storm tide information. The mapping will assist land owners and prospective buyers alike in highlighting the potential impacts of storm tide that may be experienced during the average design life of a dwelling house constructed today. A PDF version of the website content is available at Attachment 3. In addition, a Communication Plan for the Storm Tide Mapping Information has been prepared and is available at Attachment 4. It outlines the key messages, strategies and communication channels that will be utilised to inform the community about the new 'Storm Tide Mapping Information' web page.

Based on a preliminary analysis of the data produced by Water Technology Pty Ltd, the 2070 storm tide mapping appears to have a significantly reduced impact on properties within the canal estates of Raby Bay and Aquatic Paradise. This is reflected in Figures 1 and 2 below:

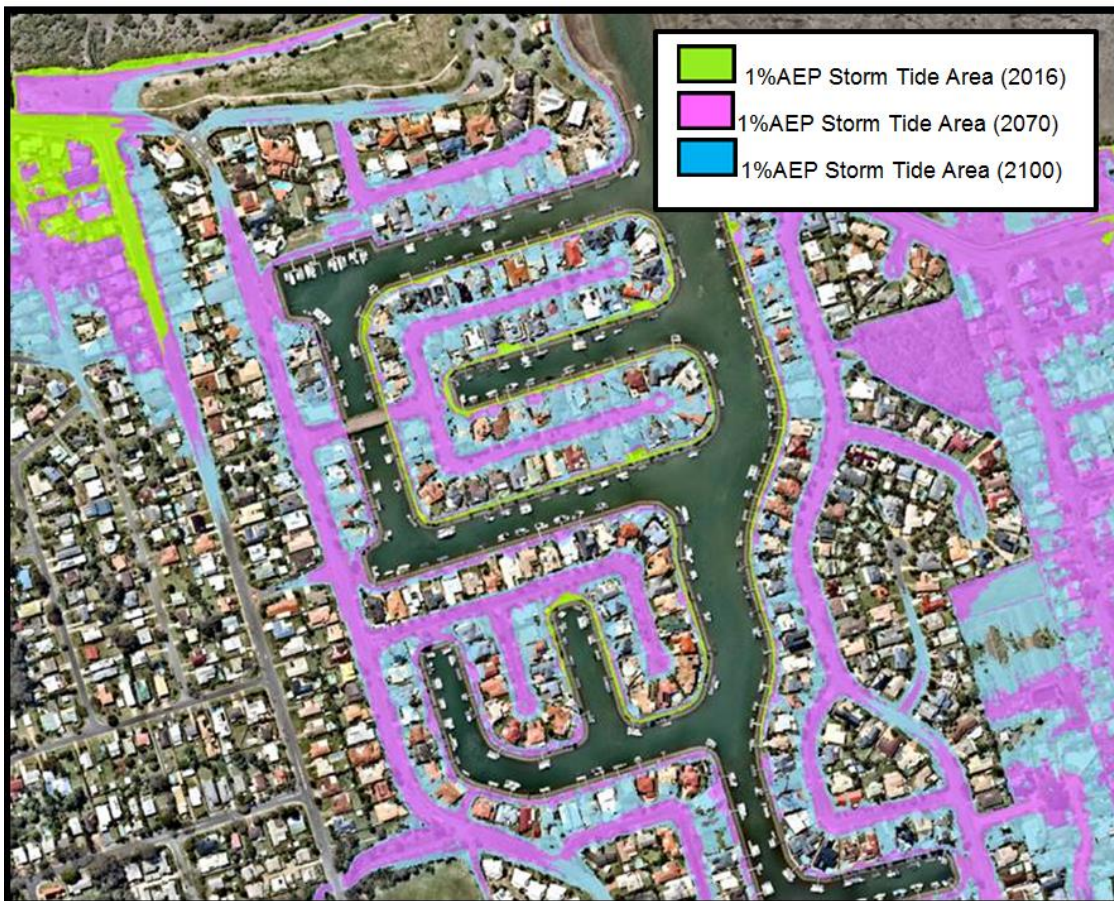


Figure 1: Aquatic Paradise Estate, Birkdale

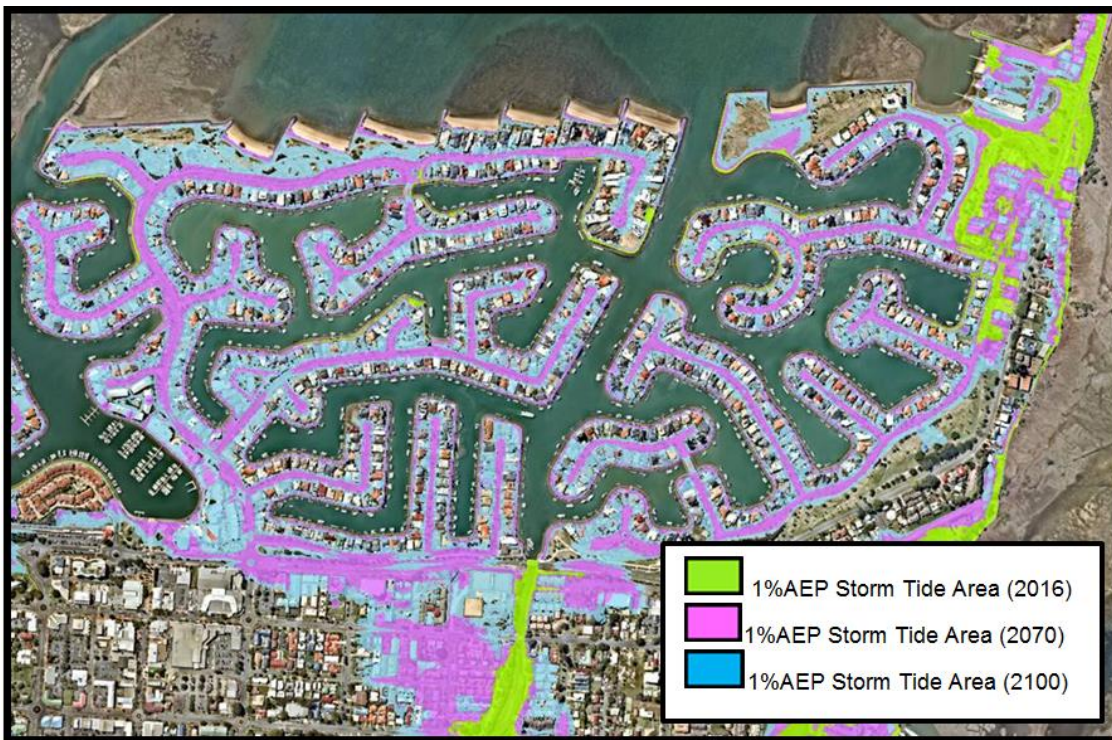


Figure 2: Raby Bay Estate, Cleveland

STRATEGIC IMPLICATIONS

Legislative Requirements

The new mapping is non-statutory and for information purposes only. On this basis, it does not need to be developed in accordance with the State Planning Policy.

Risk Management

The 2070 storm tide map is considered to pose minimal risk to Council, as it is a non-statutory map. To ensure the new mapping is not a cause of confusion for residents, officers intend to make all requisite information available on a dedicated storm tide web page, with the associated explanatory material.

Financial

The revised mapping produced is within existing budget.

People

There are no known impacts associated with this report.

Environmental

There are no known impacts associated with this report.

Social

Producing this map is consistent with community expectations and will enable the community to better understand the potential impacts of storm tide impacts on coastal properties.

Alignment with Council's Policy and Plans

The 2070 storm tide mapping is consistent with existing Council plans and policies.

CONSULTATION

Council has developed the revised mapping in consultation with members from the Aquatic Paradise Residents Association, the entity that requested for this mapping to be produced. In addition, a Communication Plan has been prepared to outline key messages, strategies and communication channels that will be utilised to inform the community about the new 'Storm Tide Mapping Information' web page.

OPTIONS

Option One

That Council resolves to:

1. note the production of the 2070 storm tide map, which will be made available to the general public via a Council web page specifically developed to provide information on Council's storm tide mapping; and
2. activate the web page incorporating the 2070 storm tide map upon commencement of the new Redland City Plan.

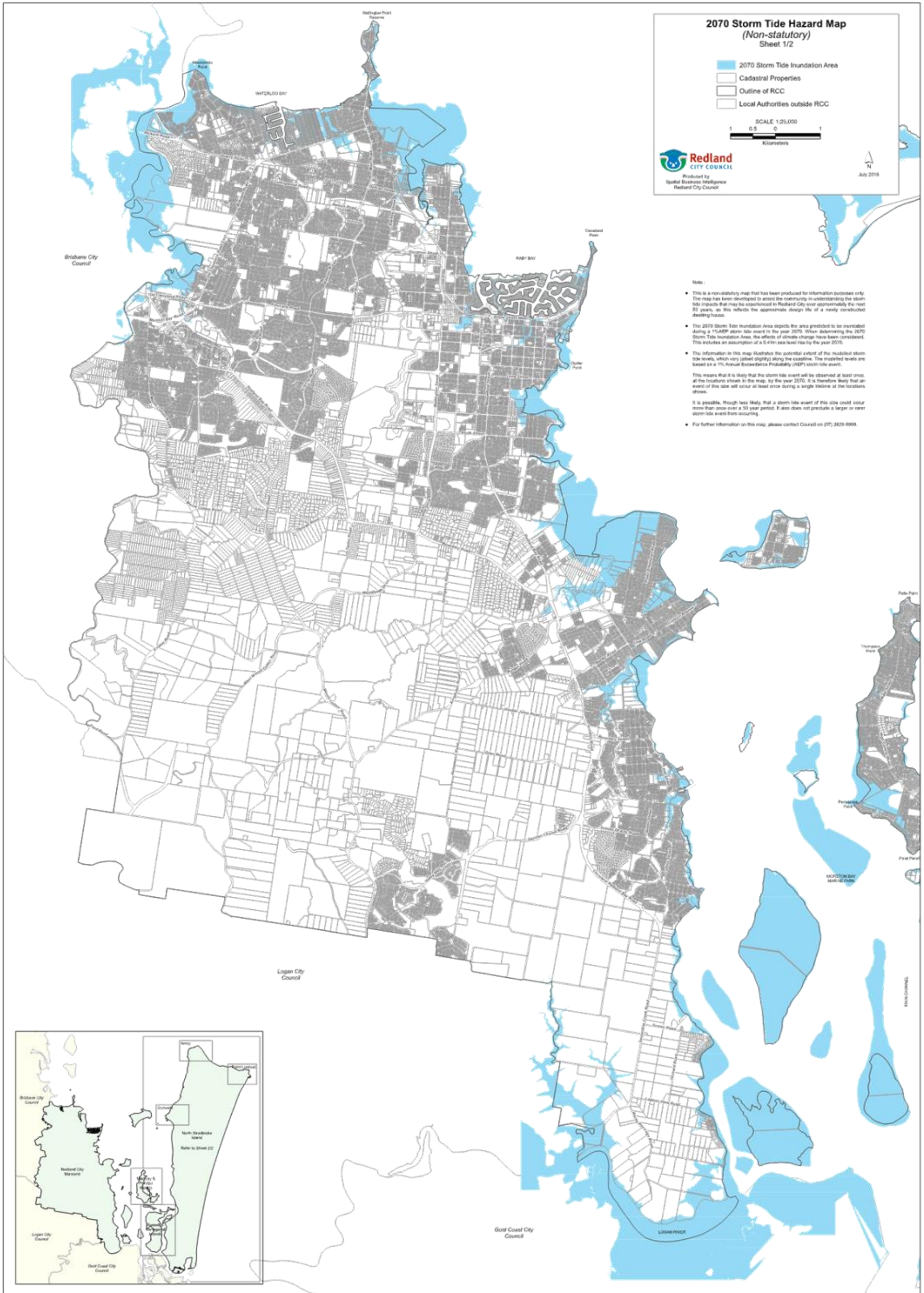
Option Two

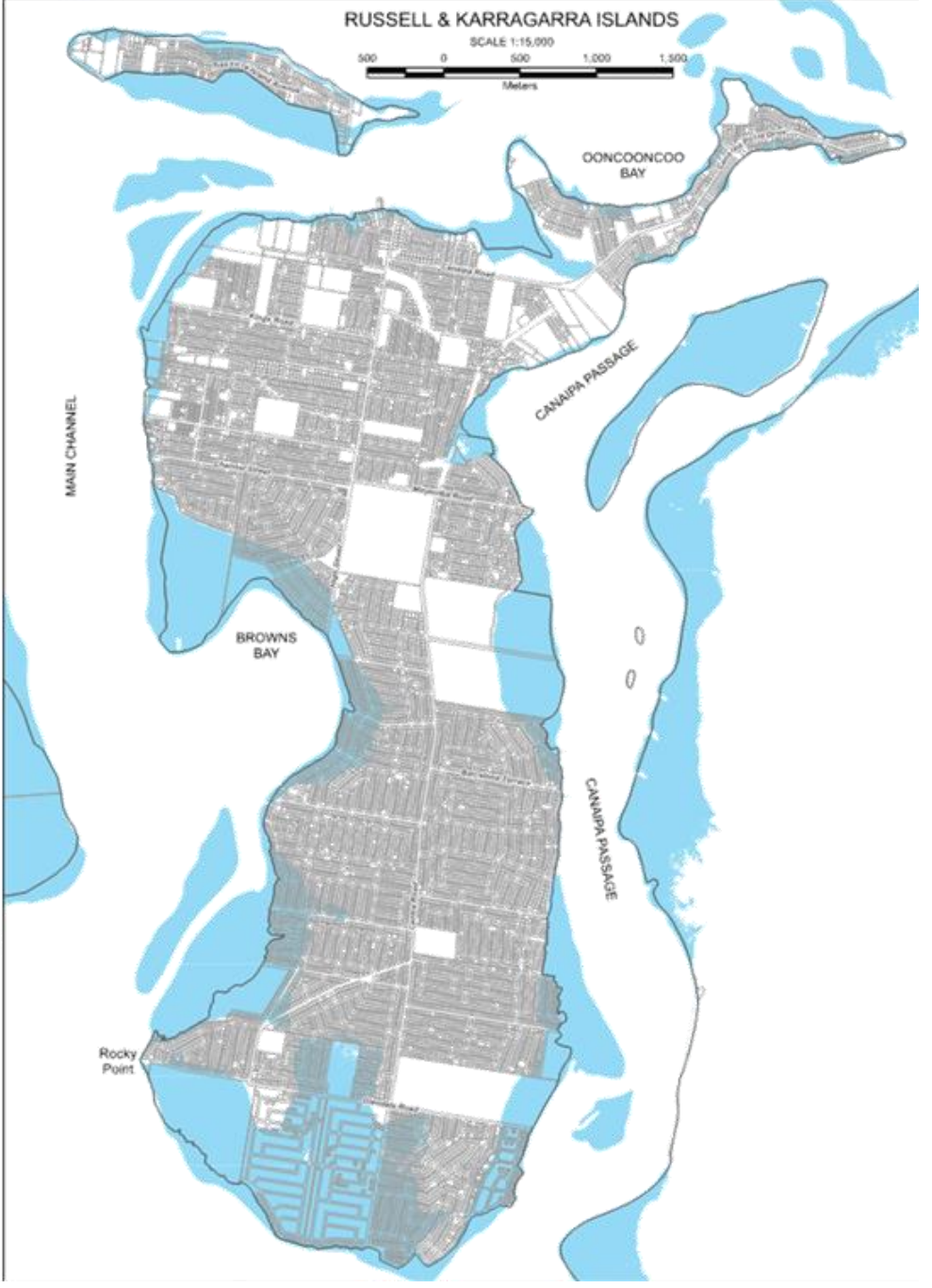
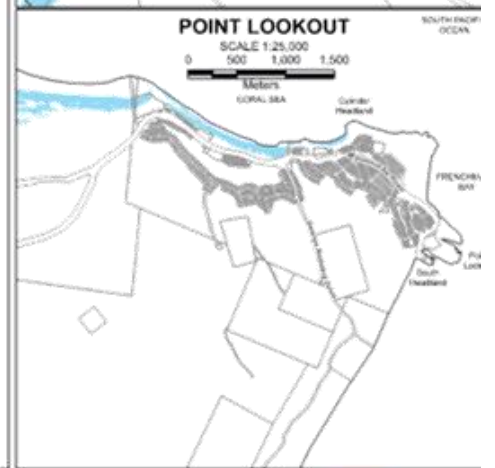
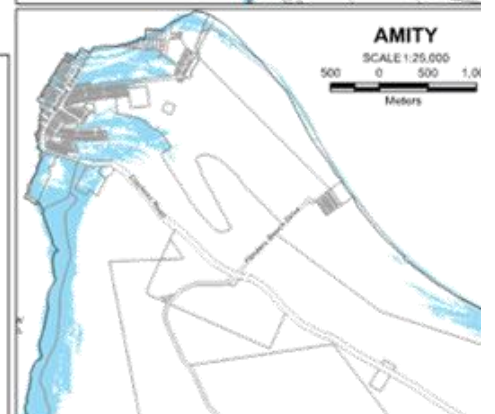
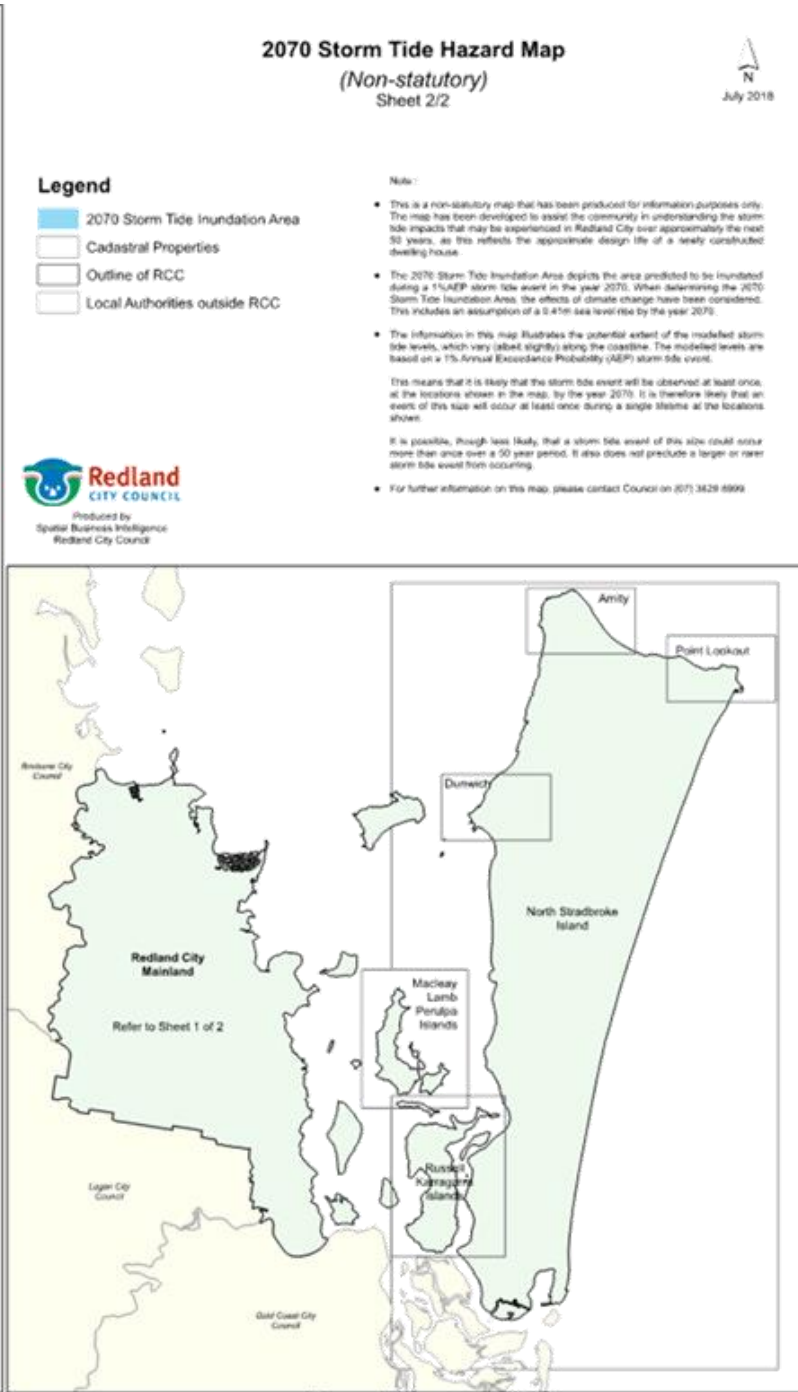
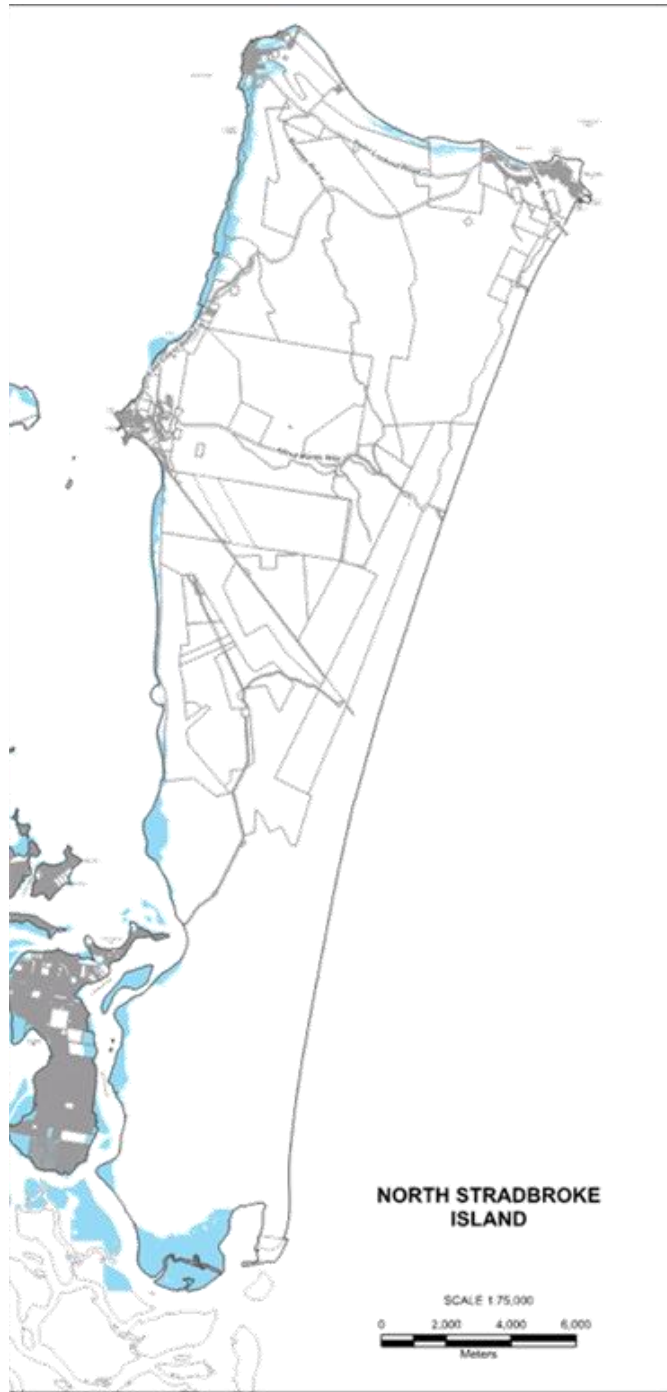
That Council resolves to not proceed with the production of the 2070 storm tide mapping.

OFFICER'S RECOMMENDATION

That Council resolves to:

1. **note the production of the 2070 storm tide map, which will be made available to the general public via a Council web page specifically developed to provide information on Council's storm tide mapping; and**
2. **activate the web page incorporating the 2070 storm tide map upon commencement of the new Redland City Plan.**





Notes for the Mainland and Islands 2070 Storm Tide Hazard Maps

- This is a non-statutory map that has been produced for information purposes only. The map has been developed to assist the community in understanding the storm tide impacts that may be experienced in Redland City over the next ~50 years, as this reflects the approximate design life of a dwelling house constructed today.
- The 2070 Storm Tide Inundation Area depicts the area predicted to be inundated during a 1%AEP storm tide event in the year 2070. When determining the 2070 Storm Tide Inundation Area, the effects of climate change have been considered. This includes an assumption of a 0.41m sea level rise by the year 2070.
- The information in this map illustrates the potential extent of the modelled storm tide levels, which vary (albeit slightly) along the coastline. The modelled levels are based on a 1% Annual Exceedance Probability (AEP) storm tide event.

This means that it is likely that the storm tide event will be observed at least once, at the locations shown in the map, by the year 2070. It is therefore likely that an event of this size will occur at least once during a single lifetime at the locations shown.

It is possible, though less likely, that a storm tide event of this size could occur more than once over a 50 year period. It also does not preclude a larger or rarer storm tide event from occurring.

- For further information on this map, please contact Council on (07) 3829 8999.

5/30/2018

Storm Tide Mapping Information | Storm Tide Mapping Information | Redland City Council



[Home](#) > [Planning, building and development](#) > [Redland City Plan](#) > **Storm Tide Mapping Information**

Storm Tide Mapping Information

The information contained on this web page has been provided to assist the community in understanding how Redland City Council's storm tide mapping was developed, how it is to be interpreted and how it will be used.

The coastline of Redland City is vulnerable to impacts from coastal hazards such as [storm tide inundation \(#Storm Tide Inundation\)](#), which presents risks to people, property and infrastructure. Accordingly, Council has an obligation to make the community aware of these risks (e.g. by producing storm tide mapping) and ensure planning and development decision-making accounts for these risks.

On this web page there are two storm tide maps. The first is contained within the **statutory** Flood and Storm Tide Hazard Overlay and the second is the **non-statutory** 2070 Storm Tide Map. These maps each serve different purposes, as outlined below.

- [Flood and Storm Tide Hazard Overlay Map \(#Flood and Storm Tide Hazard Overlay Map\)](#)
- [2070 Storm Tide Hazard Map \(#2070 Storm Tide Hazard Map\)](#)
- [Background \(#Background\)](#)
- [Frequently Asked Questions \(FAQ's\) \(#Frequently Asked Questions\)](#)
- [Definitions \(#Definitions\)](#)
- [Links \(#Links\)](#)
- [Notes \(#Notes\)](#)

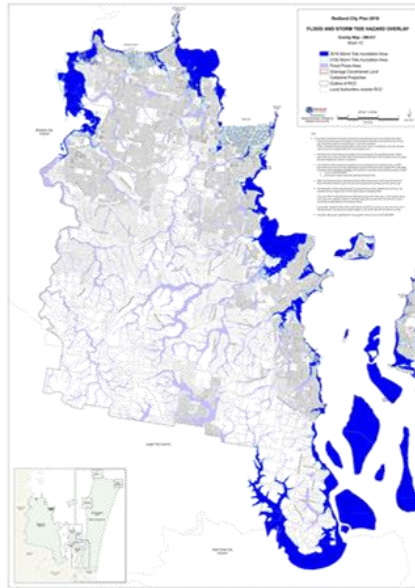
Flood and Storm Tide Hazard Overlay Maps (statutory)

Map 1 of 2: Mainland

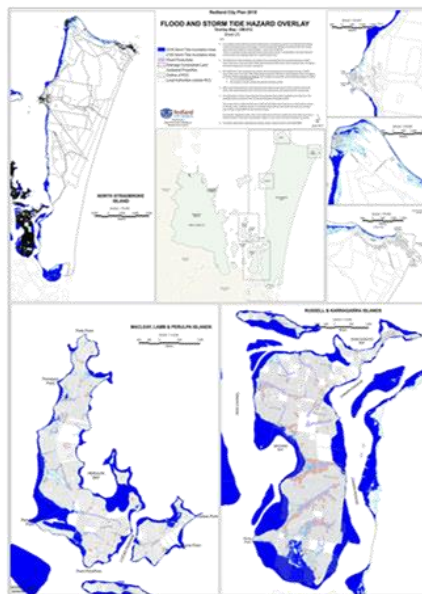
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Map 2 of 2: Islands



Note: The Flood and Storm Tide Hazard Overlay map is broken into two parts. One covers the mainland and the other covers the Southern Moreton Bay and North Stradbroke Islands.

The Flood and Storm Tide Hazard Overlay (FSTHO) is a **statutory** map that forms part of the new Redland City Plan. It has been developed in accordance with the requirements of the State Planning Policy (SPP). Within the FSTHO there are two storm tide 'layers'; the 2016 **Storm Tide Inundation Area (#Storm Tide Inundation Area)** (non-statutory) and the 2100 **Storm Tide Inundation Area (#Storm Tide Inundation Area)** (statutory). The 2016 Storm Tide Inundation Area depicts the area predicted to

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be impacted during a 1% **Annual Exceedance Probability (AEP) (#Annual Exceedance Probability)** Storm Tide Event in the year 2016. It enables the community to understand the areas that may be subject to impacts from a 1% AEP storm tide event under current climatic conditions. When determining the 2016 **Storm Tide Inundation Area (#Storm Tide Inundation Area)**, the future effects of climate change have not been considered.

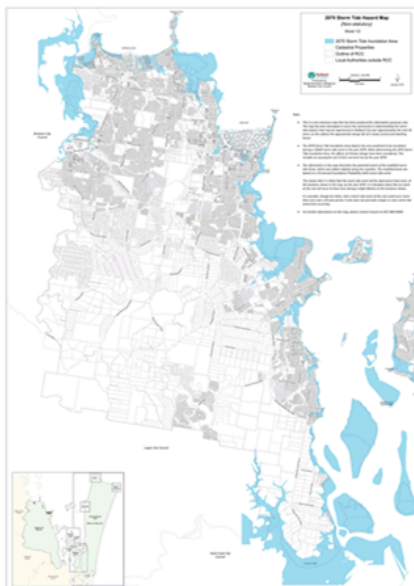
The 2100 **Storm Tide Inundation Area (#Storm Tide Inundation Area)** depicts the area predicted to be inundated during a 1% AEP Storm Tide Event in the year 2100. It enables the community to understand the areas that may be subject to impacts from a 1% AEP storm tide event under future climatic conditions (i.e. in the year 2100). It may have implications for certain types of development that are proposed in a **storm tide inundation area (#Storm Tide Inundation Area)**. For example, residential development proposed in a **storm tide inundation area (#Storm Tide Inundation Area)** may be required to construct habitable floor levels above the peak level reached during a **defined storm tide event (#Defined Storm Tide Event)**. The peak storm tide levels can be obtained by performing a 'property enquiry' on Council's website, via **PD Online** (https://redland.uat.jadu.net/info/20192/development_tools_and_advice/357/pd_online). It is noted that the maximum storm tide levels vary along the Redland City coastline.

When determining the 2100 **Storm Tide Inundation Area (#Storm Tide Inundation Area)**, the effects of climate change have been considered. This includes an assumption of the following impacts at 2100:

- A rise in sea level of 0.8m
- An increase in cyclone maximum potential intensity of 10%

2070 Storm Tide Hazard Maps (non-statutory)

Map 1 of 2: Mainland

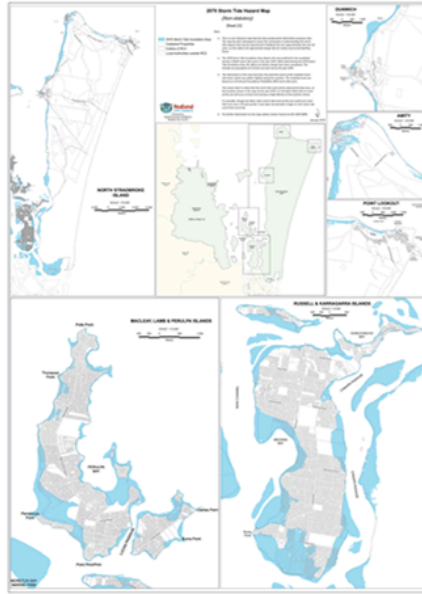


Map 2 of 2: Islands

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5/30/2018

Storm Tide Mapping Information | Storm Tide Mapping Information | Redland City Council



Note: The 2070 Storm Tide Map is broken into two parts. One covers the mainland and the other covers the Southern Moreton Bay and North Stradbroke Islands.

The 2070 Storm Tide Map is a **non-statutory** map. It has been developed to assist the community in understanding the storm tide impacts that may be experienced in Redland City over the next 50 years, as this reflects the approximate design life of a newly constructed dwelling house.

The 2070 Storm Tide Map depicts the area predicted to be inundated during a 1% AEP Storm Tide Event in the year 2070. When determining the 2070 Storm Tide Inundation Area (#Storm Tide Inundation Area), the effects of climate change have been considered. This includes an assumption of a 0.41m sea level rise by the year 2070.

Background

2011: Council commissioned a consultant firm (Cardno) to produce a 1% AEP Storm Tide Map for the year 2100. The mapping factored in the predicted impacts of climate change, including a 10% increase in storm intensity and a 0.8m sea level rise by 2100. Furthermore, a 0.3m freeboard was incorporated as a contingency.

2014: Council provided direction to remove the 0.3m freeboard. The revised mapping was subsequently utilised to develop the Flood and Storm Tide Hazard Overlay (FSTHO) that formed part of the draft Redland City Plan (public consultation version).

2015: The revised storm tide hazard mapping was made available to the community during the public consultation period for the draft Redland City Plan, which took place between 14 September 2015 and 27 November 2015. In response to public submissions and interest, Council resolved on 18 November 2015:

1. To conduct a desktop review of all Storm Tide studies, assumptions and methodologies prepared for Redland City Council in consultation with the technical working groups of Raby Bay Ratepayers Association and Aquatic Paradise Ratepayers Association, with the State Government; and

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5/30/2018

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2. That the findings to be presented to Council for its consideration prior to the draft Redland City Plan being resubmitted to the Planning Minister.

2016: In accordance with the resolution by Council, an independent consultant (Water Technology Pty Ltd) was engaged to undertake the review. The review was coordinated by Council planning officers and prepared in consultation with the technical working groups from the Raby Bay Ratepayers Association and Aquatic Paradise Residents Association and representatives from the State Government. The review culminated in the development of the consultant report titled 'Independent Technical Review of Storm Tide Hazard Studies'. The report noted that while the methodology used to undertake the storm tide hazard studies was appropriate, the methodology used to generate the mapping could be improved.

2016-2017: Further meetings and discussions were held with nominated representatives from the technical working groups to develop a refined FSTHO. As requested by the technical working groups, the refined FSTHO incorporated amendments that will enable users to differentiate between the 2016 (non-statutory) and 2100 (statutory) 1% AEP storm tide event, as well as explanatory notes. The refined mapping was prepared by Water Technology Pty Ltd in early 2017.

2017: Following further discussions with Council officers, a representative from the Aquatic Paradise Residents Association wrote to the Mayor and each of the Councillors requesting the production of a 2070 storm tide map. The rationale provided was as follows:

- As there is an increasing degree of uncertainty associated with predicting the impacts of climate change into the future, using a shorter timeframe reduces the potential margin of error in those predictions;
- Empirical evidence from nearby tidal gauges has not aligned with Sea Level Rise predictions made to date; and
- The mapping could have an adverse impact on property values, as prospective property purchasers may not understand what the mapping is seeking to portray.

Given that newly constructed houses have an approximate engineering life of 50 years, Council officers agreed that preparing a non-statutory 2070 Storm Tide Hazard Map would have merit and assist landowners in gaining a better understanding of storm tide impacts over time. Water Technology Pty Ltd was engaged to undertake this further body of work.

Frequently Asked Questions (FAQ's)

What is a storm tide?

A storm tide is a type of flooding. It occurs when abnormally high ocean levels are caused by cyclones and severe storms, resulting in the inundation of low lying coastal areas.

Why does Council produce storm tide mapping?

State legislation, namely the State Planning Policy 2017, requires Councils to take appropriate account of the potential impacts of natural hazards in order to make effective land use planning and development decisions. Storm tide mapping is produced to assist in this process.

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How are the maps used?

The Flood and Storm Tide Hazard Overlay (FSTHO) forms part of the draft Redland City Plan. It will be used in conjunction with the associated Flood and Storm Tide Hazard Overlay Code to assess and decide certain development applications. For example, the FSTHO is used to establish the habitable floor levels of new residential development proposed in a Storm Tide Inundation Area (#Storm Tide Inundation Area).

The 2070 map is for information purposes only. Its primary function is to convey the area predicted to be inundated during a 1% AEP storm tide event in the year 2070. It assists the community to understand how the risks associated with storm tide are likely to change over time, as the predicted impacts of climate change unfold (e.g. when the sea level rises).

Why are there two different storm tide maps?

The Flood and Storm Tide Hazard Overlay contains statutory storm tide hazard mapping that is used to inform land use planning and development decisions. It was produced in accordance with State Planning Policy requirements.

The 2070 Storm Tide Hazard Map is a non-statutory map that was produced at the request of the community. It assists the community in understanding how the impacts of storm tide are likely to change over time, as the predicted impacts of climate change unfold. It is based on a 50 year planning horizon, which approximately corresponds with the design life of a dwelling house constructed today.

Why is the Flood and Storm Tide Hazard Overlay map based on the year 2100?

The State Planning Policy requires local government to account for the projected impacts of climate change by the year 2100 in its statutory storm tide mapping. This includes:

1. A sea level rise factor of 0.8 metres; and
2. An increase in the maximum cyclone intensity by 10%

Why was a 0.8m SLR assumption used?

The State Planning Policy requires that a sea level rise of 0.8m by the year 2100 be used. This projection is based on the best available science that has been prepared by the Intergovernmental Panel on Climate Change.

What is meant by climate change?

Climate change refers to the changes to the present day climate associated with the effects of global warming. Climate change is projected to have a significant impact on the coastal zone especially through sea-level rise and intensification of cyclones. Pre-eminent information about the impact of climate change is provided in the Fifth Assessment Report of the United Nation's Intergovernmental Panel on Climate Change (IPCC).

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Definitions

Annual Exceedance Probability (AEP): means the probability, expressed as a percentage, of an event exceeding a particular level or magnitude in any 1 year (Source: *Coastal Protection and Management Act*)

Defined Storm Tide Event (DSTE): means the event, measured in terms of likelihood of reoccurrence, and associated inundation level adopted to manage the development of a particular area. The DSTE is equivalent to a one in 100 year average recurrence interval storm event incorporating: (a) sea level rise; and (b) an increase in cyclone intensity by 10 per cent relative to maximum potential intensity (Source: *State Planning Policy 2017*).

Storm Tide Inundation: means temporary inundation of land by abnormally high ocean levels caused by cyclones and severe storms (Source: *State Planning Policy 2017*).

Storm Tide Inundation Area: means the area of land determined to be inundated during a defined storm tide event that is identified by a local government in a local planning instrument as a storm tide inundation area, based on a localised storm tide study prepared by a suitably qualified person (Source: *State Planning Policy 2017*).

Links

- [Queensland State Planning Policy 2017 \(https://dilgpprd.blob.core.windows.net/general/spp-july-2017.pdf\)](https://dilgpprd.blob.core.windows.net/general/spp-july-2017.pdf)
- [Coastal Hazard Technical Guide - Determining Coastal Hazard Areas \(https://www.ehp.qld.gov.au/coastalplan/pdf/hazards-guideline.pdf\)](https://www.ehp.qld.gov.au/coastalplan/pdf/hazards-guideline.pdf)

Notes

For further information, please contact Council on (07) 3829 8714.

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2070 Storm Tide Hazard Mapping – Communication Plan

Goals

- Raise awareness about the development of the 1%AEP 2070 Storm Tide Hazard Map;
- Inform the community that a new ‘Storm Tide Mapping Information’ web page has been developed to assist landowners and residents in understanding storm tide risks and how these are predicted to change over time.

Target Audience

Primary Audience – Landowners impacted by the storm tide hazard mapping and Council’s customer service representatives.

Secondary Audience – industry stakeholders, business owners, Council officers, prospective purchasers of coastal properties and users of the Redland City Coastline (e.g. residents and tourists).

Strategies

1. Email members from the Aquatic Paradise Residents Association and Raby Bay Ratepayers Association technical working groups advising that the new ‘Storm Tide Mapping Information’ web page will go live on 8 October 2018.
2. Activate the ‘Storm Tide Mapping Information’ web page on 8 October 2018. This web page will serve as a repository for all information relating to storm tide hazard mapping, including: maps, frequently asked questions (and answers), background information, definitions, links to further information and contact information.
3. Media Releases:
 - a. place a notice on Council’s website to inform the community that a new ‘Storm Tide Mapping Information’ web page has been developed.
 - b. advertise the availability of new storm tide maps on Council’s snapshot weekly paper advert.
4. Review placement options in social media, Councillor newsletters and in Council magazine where publication schedules permit.
5. Provide scripting for Integrated Customer Contact Centre staff.

Key Messages

- Background: how and why was new storm tide hazard mapping developed?
- Definitions: what do the key terms mean (e.g. what is a storm tide)?
- How will the storm tide hazard maps be used?
- How and why the future impacts of climate change (e.g. sea level rise) were considered when developing the new storm tide hazard maps

Communication Channels

- Website
- Print and social media scheduling
- Email
- Public notice (Council’s website)

14 REPORTS FROM INFRASTRUCTURE & OPERATIONS

Nil

15 MAYORAL MINUTE

In accordance with s.22 of POL-3127 Council Meeting Standing Orders, the Mayor may put to the meeting a written motion called a 'Mayoral Minute', on any matter. Such motion may be put to the meeting without being seconded, may be put at that stage in the meeting considered appropriate by the Mayor and once passed becomes a resolution of Council.

16 NOTICES OF MOTION TO REPEAL OR AMEND A RESOLUTION

In accordance with s.262 Local Government Regulation 2012.

17 NOTICES OF MOTION

In accordance with s.3(4) POL-3127 Council Meeting Standing Orders.

18 URGENT BUSINESS WITHOUT NOTICE

In accordance with s.26 of POL-3127 Council Meeting Standing Orders, a Councillor may bring forward an item of urgent business if the meeting resolves that the matter is urgent.

Urgent Business Checklist	YES	NO
To achieve an outcome, does this matter have to be dealt with at a general meeting of Council?		
Does this matter require a decision that only Council make?		
Can the matter wait to be placed on the agenda for the next Council Meeting?		
Is it in the public interest to raise this matter at this meeting?		
Can the matter be dealt with administratively?		
If the matter relates to a request for information, has the request been made to the CEO or a General Manager Previously?		

19 CONFIDENTIAL ITEMS

Nil

20 MEETING CLOSURE