

Annual Report



Council of Mayors
South East Queensland

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Traditional Owner Acknowledgement: We would like to acknowledge the Traditional Owners and Custodians of the land of the Barunggam, Bigambul, Danggan Balun, Githabul, Jagera, Jinibara, Kabi Kabi, Quandamooka, Turrbal, Wakka Wakka, and Yuggera Ugarapul people. We wish to acknowledge and respect their continuing connection to land, waters and culture, and the contribution they make to the life of this region. We pay our respects to their Elders past, present and emerging. **Acknowledgements:** Council of Mayors (SEQ) thanks all contributors and stakeholders involved in the development of this document.

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Cover Images: Reuben Nutt & Damien Bredberg

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Council of Mayors (SEQ)

Council of Mayors, South East Queensland (SEQ) was established in 2005 to represent the interests of one of the fastest growing regions in Australia. Together, councils work to tackle the region's biggest challenges and leverage opportunities to ensure the region is the best possible place to live, work and play.

In its short history, we have built a reputation as an outcome-focussed organisation, delivering innovative and strategic benefits for the region. Using the collective influence of our Councils, we help shape positive government policy reform and investment outcomes for SEQ.

We work together to explore emerging ideas and deliver solutions which protect and enhance the prosperity of SEQ. As at 30 June 2025, our councils included Brisbane City Council, Ipswich City Council, Lockyer Valley Regional Council, Logan City Council, City of Moreton Bay, Noosa Council, Redlands City Council, Scenic Rim Regional Council, Somerset Regional Council, Sunshine Coast Council, Toowoomba Regional Council.



Chairman's Message

Every day, the decisions made by councils across south east Queensland shape how people live, work and relax.

For more than 20 years, the Council of Mayors (SEQ) has helped councils work together to make those decisions and build stronger regions.

In 2024/25, that collaboration continued to deliver real benefits for our communities, with a clear focus on practical action, shared priorities and making a difference.

This year was a big year for getting things done. We advanced major commitments under the \$1.8 billion SEQ City Deal and continued building momentum around the long-term opportunities of Brisbane 2032. In March, we welcomed the Queensland Government's venues and infrastructure plan, which locked in more than \$7.1 billion in State and Federal funding for major community infrastructure and mass transit that will benefit residents for years to come.

The City Deal is now well into delivery, with more than two dozen projects underway and significant investment flowing into local infrastructure, liveability and innovation.

Sustainability was also front and centre this year. We delivered our largest-ever Resilient Rivers SEQ program and made meaningful progress on waste solutions that support our shift away from landfill. I'd like to acknowledge the Crisafulli Government for continuing to work with us as a partner on these priorities.

We also released Benchmarking South East Queensland: In a Global Context, which provided valuable insights into how our region compares internationally. This work will help inform the SEQ Digital Plan, set to launch next financial year, and supports our broader goal of keeping SEQ connected, innovative and globally competitive.

Throughout the year, we continued working together to tackle some of our biggest challenges - including housing, cost-of-living pressures, transport connectivity and water security.

The strength of regional collaboration, alongside government and industry relations remains one of south east Queensland's greatest assets. That collaboration was on show at our annual Local Government Forum, where more than 100 elected members came together to focus on shaping the future of our region.

I want to thank our Mayors, Councillors and council teams for their leadership and commitment to making south east Queensland even better.

By working together, we're building a stronger, more connected and more sustainable home not just for today, but for generations to come.



Lord Mayor, Adrian Schrinner

Lord Mayor of Brisbane

Chief Executive Officer's Message

It's been a successful year of ambition and achievement for Council of Mayors SEQ.

Together, we've continued to tackle the region's biggest challenges, from population growth to infrastructure needs and waste and environmental pressures, to ensure South East Queensland remains the best possible place to live, work, play and visit.

Our collaborative efforts have positioned SEQ as a leader in shaping the future of our communities. The 2024/25 year saw both a Queensland Government Election and Australian Government Election.

The Mayors continued to engage with the new Crisafulli Government, reinforcing our commitment to strong partnerships with the State. The Mayors have been working closely with the Queensland Government towards managing our rapid growth, emphasising the importance of collaborative planning to deliver infrastructure, housing and environmental outcomes.

This year we saw the Albanese Government re-elected and SEQ Mayors continued to strengthen ties and advocate for the priorities that matter most to our region.

We hosted the SEQ Local Government Forum, bringing together the first SEQ cohort since the 2024 Local Government Elections. This annual forum provides Mayors, Councillors and CEOs with a valuable opportunity to learn, share insights and connect on some of the region's most significant initiatives, opportunities and challenges.

We saw Council of Mayors continue to evolve our operations to meet the growing and changing needs of our Board, Councils as well as government partners. One area I am particularly excited about is the long awaited SEQ Smart Region Digital Plan and the finalisation of SEQ Liveability Projects.

I'd like to thank the small, dedicated team at Council of Mayors (SEQ) for their ongoing commitment to deliver for this region and I'd also like to thank our Board of Directors for their hard work, vision and dedication to building a better SEQ for their communities. Their leadership continues to shape a region that's ready to meet future growth with confidence.

Scott Smith

Chief Executive Officer



Our Regional Snapshot



11 Member Councils



4.1m
people



73%
of QLD



1 in 7
Australians



2.54%
growth rate



+101,890
additional residents



21.8%
aged over 60 years



45.5%
under 34 years



38 years
average age



2.1m
local jobs



\$334.38b
SEQ GRP 2024



64.28%
Queensland's State GRP



385,321
Number of registered
businesses

Top SEQ industries by employment:



**Health Care and
Social Assistance**



Construction



**Education
and Training**



**Retail
Trade**



**Professional, Scientific
and Technical Services**

Tourism



Brisbane 2032

Host of the Brisbane 2032 Olympic
and Paralympic Games

Growing to 6 Million People by 2046



+2.2m
new residents



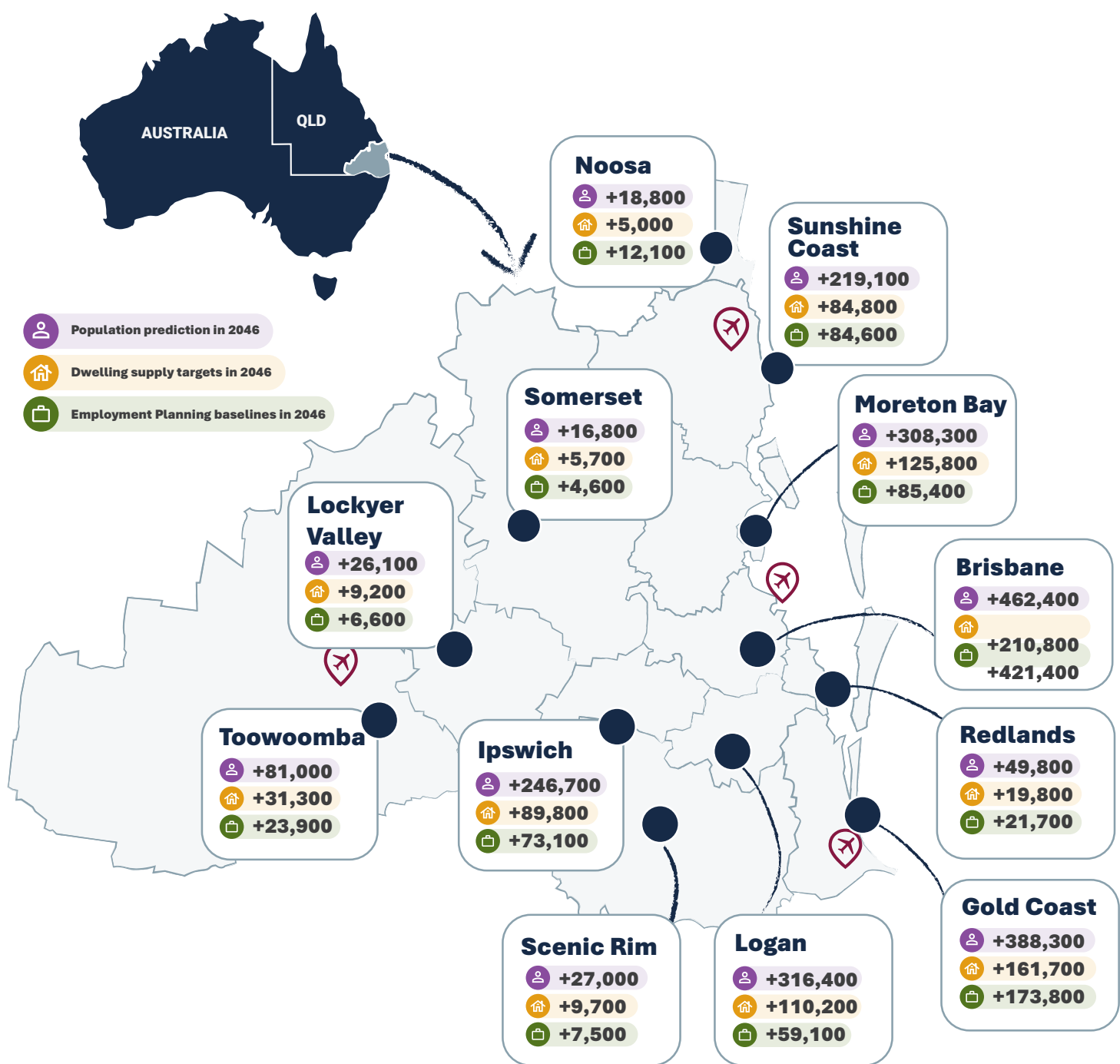
+900k
new homes by 2046



+1m
new jobs by 2046



29
region shaping
infrastructure projects
critical for growth



Source: ShapingSEQ 2023, South East Queensland Regional Plan

Informed Decisions (.id)

Board of Directors

As at 30 June 2025, Council of Mayors (SEQ) Directors include:



Lord Mayor Adrian Schinnerer

Chair, CoMSEQ Board
Chair, Resilient Rivers Taskforce
Lord Mayor, Brisbane City Council



Mayor Peter Flannery

Deputy Chair, CoMSEQ Board
Mayor, City of Moreton Bay



Mayor Tanya Milligan

Treasurer, CoMSEQ Board
Mayor, Lockyer Valley Regional Council



Mayor Teresa Harding

Mayor, Ipswich City Council



Mayor Jon Raven

Chair, CoMSEQ Waste Working Group
Mayor, City of Logan



Mayor Frank Wilkie

Deputy Chair, CoMSEQ Waste Working Group
Mayor, Noosa Council



Mayor Jos Mitchell

Mayor, Redland City Council



Mayor Tom Sharp

Mayor, Scenic Rim Regional Council



Mayor Jason Wendt

Mayor, Somerset Regional Council



Mayor Rosanna Natoli

Mayor, Sunshine Coast Council



Mayor Geoff McDonald

Chair, CoMSEQ Leveraging 2032 Working Group
Mayor, Toowoomba Regional Council

Our Mission and Values

Our Mission

To consistently deliver better regional funding, policy and collaborative outcomes for the communities of South East Queensland.

Strategic Pillars



We are the voice of SEQ

Representing the one in seven Australians who call South East Queensland home.



We are thought leaders

Exploring new ways to solve South East Queensland's challenges and maximise its opportunities.



We are partners in SEQ's future

Forming strategic alliances and delivering tangible outcomes for South East Queensland.



We are innovative, agile and motivated

Adding value for South East Queensland councils and communities.

Value Statements

- Speak as one region with one voice, using our collective influence to successfully engage key decision makers.
- Be a trusted and accessible local government partner with a reputation as the voice for member councils on regional matters impacting South East Queensland.
- Foster strong relationships that transcend politics.

- Lead with bold decisions that put people before politics.
- Learn, share and grow from experience of comparable regions around the world.
- Explore innovative and collaborative solutions which positively support the region's population and economic growth.
- Support a region connected by world class transit and digital infrastructure that drives the region's economic connectivity.

- Leverage the Brisbane 2032 Olympic and Paralympic Games as a catalyst to deliver tangible local benefits for South East Queensland.
- Respond to the region's significant growth to maintain and enhance South East Queensland's unique lifestyle and investment proposition.
- Enhance the health, sustainability and economic prosperity of South East Queensland.
- Build strategic alliances which build South East Queensland's profile and support regional economic opportunities.

- Facilitate collaboration between SEQ councils on regional issues.
- Maintain an efficient, effective and responsive member-focused organisation.

Our Regional Drivers

South East Queensland’s significant population growth and the Brisbane 2032 Games present a catalyst to attract unprecedented engagement, support and investment from government and industry over the next 20 years. South East Queensland, home to one in seven Australians, is a region unlike any other.

Our strong economic growth, high standard of living, and idyllic climate and lifestyle on offer presents a myriad of opportunities for residents, visitors and investors. Population growth fuels future projections of strong economic growth for the region in the coming decades. However, these great opportunities come with real challenges.

By 2041 South East Queensland will be comparable to the size of Greater Sydney today, and this record growth has been further accelerated by increased interstate migration during the pandemic. This growth has and will continue to provide the region with new amenities, infrastructure and services that enhance lifestyle. However it is also placing increased pressure on many of the things that people love. Things like how easy it is for people to find a job, how easy it is to move around, how affordable it is to live and the health of our natural environment.

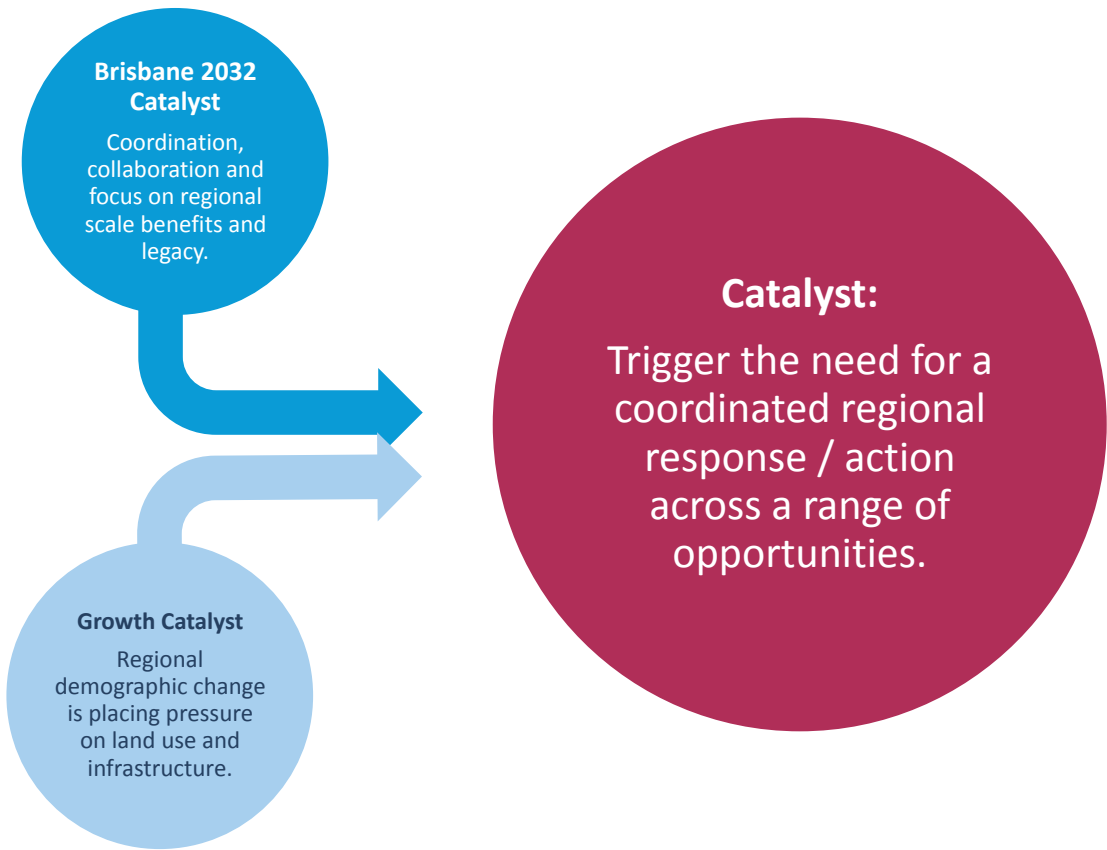
Growth, and how the region manages it, presents an opportunity for coordinated action at a regional level to positively transform South East Queensland. The region is facing the challenge of planning and delivering infrastructure and services needed to accommodate its increasing population,

drive productivity and address rising cost of living pressures. Our sub-tropical climate also leaves the region vulnerable to severe weather events and drought, significantly impacting the catchments and waterways that are the lifeblood of our businesses and communities.

Population growth and traffic congestion will continue to be one of the region’s greatest economic, social and environmental challenges. By 2032, congestion is expected to cost our region more than \$6b annually in lost productivity, and by 2041, the region’s major road networks are forecast to be overcapacity. It was one of the reasons why the Council of Mayors (SEQ) started South East Queensland’s 2032 Olympic and Paralympic journey in 2015 – a catalyst to secure critical transport infrastructure, and position South East Queensland as a global destination for tourism, trade and investment.

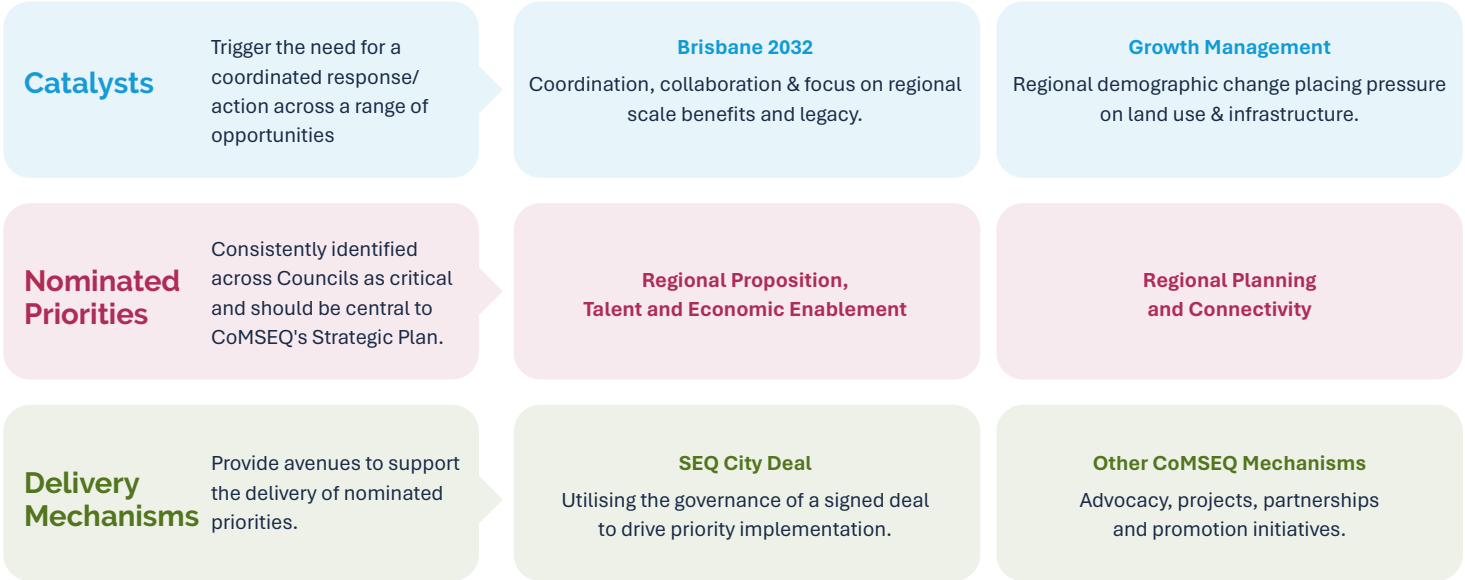
The Brisbane 2032 Games provides an opportunity to transform South East Queensland by driving infrastructure investment, boosting tourism, and supporting economic uplift and job creation for decades to come. With our runway to 2032 under way, it’s an opportunity to ensure South East Queensland and its priorities are firmly on the agenda of government and industry alike.

But it will take collaboration and action to ensure we make the most of this opportunity to secure better infrastructure, generate new economic outcomes and local jobs, and support a healthier South East Queensland that is the envy of communities across the globe.



Our Regional Priorities

The Council of Mayors (SEQ) Board has identified priority regional-level ambitions which require a fully integrated and coordinated approach and will form the focus of Council of Mayors (SEQ). These priorities have been identified through engagement with the Board, CEOs and other key council staff.



Our Delivery Mechanisms

Our Strategic Action and Advocacy Plan identifies regional priorities and defines the role Council of Mayors (SEQ) plays to secure positive regional outcomes. While this role may vary across nominated regional priorities, the Strategic Action and Advocacy Plan ensures it is clearly defined and that supporting activities are appropriately planned, prioritised and resourced.



We Project Manage

The Council of Mayors (SEQ) plays a leadership role scoping and delivering key regional projects which align to regional priorities. In these circumstances, our experienced team takes a leadership role in managing complex projects with significant collaboration and coordination alongside member Councils and other tiers of government.

We Advocate

Structured engagement with the State and Australian Governments alongside industry peak bodies to advance CoMSEQ's regional priorities. Advocacy is a core function of the Council of Mayors (SEQ). Our advocacy priorities identified in the Strategic Action and Advocacy Plan establish a platform on which we advocate on regional issues, for regional outcomes that support the collective interests of our councils. The Council of Mayors (SEQ) advocacy is focused on regional priority areas and generally promote changes to public policy, community resourcing or investment that impacts South East Queensland and its councils. Our regional advocacy efforts help to support independent advocacy of councils at a local level. Advocacy to other levels of government is always stronger when our region speaks with one voice, and Council of Mayors (SEQ) relies heavily on the support of the Board and member councils to be truly successful.

We Collaborate

The Council of Mayors (SEQ) engages regularly with Australian and Queensland government representatives, councils and our strategic industry partners. This is done on a one-on-one basis, alongside regular forums to connect and discuss matters to advance regional priorities. This coordinated collaboration is facilitated through Board meetings, delegations, as well as formalised and informal working groups which provide an opportunity for the mayors and council officers to provide input into projects and activities being delivered to support regional priorities.

We Promote

We are focused on creating positive collaboration between strategic partners and other tiers of government to unlock our region's potential. We will engage with the private and public sector, both locally and beyond to promote South East Queensland opportunities aligning with our priorities. Similarly, we use strategic relationships with media and industry peak bodies, alongside our own communication platforms, to leverage support and awareness of Council of Mayors (SEQ) regional priorities and advocacy agenda.



Our Year in Review

2024

July



- In partnership with the Australian and Queensland governments, announced the first tranche of projects under the SEQ Liveability Fund, part of the broader \$1.8 billion SEQ City Deal. Funding included \$200 million to be allocated to 22 infrastructure projects across 11 SEQ Councils. Councils contributed an additional \$85 million.

August



- Announced expansion plans for Brisbane Metro unveiling more destinations across Brisbane and neighbouring SEQ communities, supported by both major parties of Queensland Government.
- Led a Federal delegation to Australian Parliament House to advocate for stronger federal partnerships. The delegation positioned SEQ councils as ideal delivery partners for federal initiatives.

September



- Hosted the SEQ Local Government Forum at The Star, Brisbane, bringing together over 100 mayors, councillors and CEO's from across outlier.
- In partnership with Greening Australia, Lockyer Valley Regional Council, the International River Foundation and Thiess celebrated World Rivers Day by planting a thousand native trees along the banks of Lockyer Creek.



December

- Partnered with Somerset and Wivenhoe Fish Stocking Association to support the reintroduction of Mary River Cod into SEQ Waterways.
- Opened the Kangaroo Point Bridge in partnership with the Queensland Government and Australian Government, this is the first project launched as part of the SEQ City Deal.

2025

January

- Successfully led an international delegation to Singapore, Paris and Manchester in order to gather global insights for Games legacy outcomes.
- Responded to the Games Independent Infrastructure and Coordination Authority (GIICA) 100-day review into Brisbane 2032 Olympic and Paralympic Venue Infrastructure.

March

- Launched the independent Benchmarking 'South East Queensland (SEQ) – in a global context' report in partnership with the Queensland Deputy Premier. The report emphasised the importance of improving connectivity, productivity, city-region collaboration and SEQ global profile.
- Welcomed the outcome of the Queensland Government's 2032 Delivery Plan announced 26 March 2025.



April

- Responded to the Queensland Government's consultation process for Destination 2045: Delivering Queensland's Tourism Future



May

- Led a delegation to Queensland Parliament House and conducted meetings with Premier David Crisafulli and 14 key ministers and key shadow ministers. This was the first official delegation with the new Queensland Government.
- Made a submission on the Queensland Government's Planning (Social Impact and Community Benefit) and Other Legislation Amendment Bill 2025.
- Secured a funding agreement with the Queensland Government to explore Residual Waste Solutions across SEQ including options analysis, governance arrangements and legal considerations.



June

- Made a submission to the Queensland Government's Draft Queensland Waste Strategy 2025-2030 advocating for improved governance arrangements and key enablers supported by dedicated funding to deliver regional waste plans.
- Secured funding agreement with the Queensland Government to explore pathways for food organic recovery in a range of multi-unit dwellings.

We are the voice of SEQ

Representing one in seven Australians who call South East Queensland home.

Our Values:

- Speak as one region with one voice, using our collective influence to successfully engage key decision-makers.
- Be a trusted and accessible local government partner with a reputation as the voice for member councils on regional matters.
- Foster strong relationships that transcend politics.

Our Achievements

- Responded to the Games Independent Infrastructure and Coordination Authority (GIICA) 100-day review into Brisbane 2032 Olympic and Paralympic Venue Infrastructure. Council of Mayors (SEQ) advocated and provided feedback on behalf of the region outlining our core rationale and support for SEQ hosting the 2032 Games was to accelerate the delivery of generational transport and infrastructure investment required to support SEQ's growth.
- Continued to raise the profile of key regional priorities and initiatives for SEQ through campaigns, including the publishing of media releases and generating further traditional print, TV and radio publicity stories. Throughout the reporting period, Council of Mayors (SEQ) had over 259 media mentions. This coverage achieved a cumulative potential reach of 5.6 million and an ASR of AUD \$1.96 million.

Key stories included:

- Launch of Benchmarking South East Queensland - in a global context
- Announcement of Brisbane Metro Expansion
- Mayors leading global search to deliver lasting legacy for SEQ

- Continued to participate in strategic government and industry forums, representing the interest of South East Queensland local governments. This included actively engaging with and briefing industry on the work of Council of Mayors (SEQ) and member Councils to support strategic priority areas. The second delegation, held in May 2024, met with the Miles Government and the Crisafulli Opposition to strengthen partnerships ahead of the October 2024 Queensland Government Elections. The Mayors co-hosted receptions with both Premier Steven Miles and the Leader of the Opposition David Crisafulli.

Key Industry engagements included:

- Joined the QWater Conference to highlight the Resilient Rivers South East Queensland Strategy and work as part of the SEQ City Deal.
- Represented Resilient Rivers South East Queensland on a discussion panel for the International River Symposium Satellite Event discussing 'Reviving Rivers: Fast-Tracking Solutions for Climate Resilience'.
- Partnering with Committee for Brisbane to deliver the Benchmarking SEQ Report to engage with business, infrastructure, and technology leaders on the SEQ Smart Region Digital Plan, as part of the SEQ City Deal.
- Joining digital leaders at the ANZ Digital Twin Summit exploring a bold vision to deliver the most digitally integrated Games in history with the potential to transform infrastructure, enhance collaboration and unlock new regional prosperity.
- Joining the Urban Development Institute of Australia for their 'Unlocking Supply: An Infrastructure Solutions Summit' discussing coordinated infrastructure delivery and housing and supporting sustainable growth while reinforcing strong partnerships across all levels of government and industry.

- Representing SEQ at Avalon International Airshow 2025 as an opportunity to continue building relationships with key stakeholders while representing our region's interests in a national and international forum.
- Mayoral delegations continued to support engagement with the State Government to discuss South East Queensland's strategic priorities. Delegations were held aiming to build relationships and continue to explore collaborative opportunities to respond to growth.
- Met with the new Crisafulli Government in May 2025 and key Shadow Ministers. The delegation was an opportunity to advocate for SEQ's needs and build on our strong partnership between SEQ councils and the Queensland Government.
- Mayoral Delegations continued to support engagement with the Federal Government to discuss South East Queensland's strategic priorities ahead of the 2025 Australian Federal Election. Delegations were held to build relationships.



Stronger Together: Backing SEQ's Booming Growth

Council of Mayors (SEQ) continues to strengthen ties with all levels of government and hosted a successful delegation to Queensland Parliament. With significant collaboration happening in South East Queensland, the delegation provided an opportunity to continue this strategic conversation to ensure our region remains the best place to live, work and play.

The delegation saw targeted discussions with the new Crisafulli Government and 14 key Ministers in their first official delegation with the new Queensland Government. The discussions included support for our rapid growth to ensure our region can continue to grow.

The Mayors continued to build meaningful relationships with both the Crisafulli Government and Opposition in the interest of supporting our region.

The Council of Mayors (SEQ) called for stronger partnerships backed by funding to support SEQ's rapid growth announcement, emphasised the importance of collaborative planning to deliver infrastructure, housing and environmental outcomes and advocated for a shared approach to waste management and transport upgrades.

As a result, the Delegation saw the outcome of a commitment to a joint delegation to Canberra with the Queensland Government, led by Minister Perrett, Minister for Primary Industries

Together as a delivery partner with the State Government, Council of Mayors (SEQ) continues to support a number of region-shaping initiatives including Resilient Rivers South East Queensland, SEQ Waste Management Plan, and the Brisbane 2032 Olympic and Paralympic Games.



Federal Partnership for Growth, Transport and Housing

Council of Mayors (SEQ) continues to strengthen ties with all levels of government and as a result hosted a successful delegation to Australian Parliament House.

The delegation saw targeted discussions with Minister Catherine King, Minister Clare O'Neil, Treasurer Jim Chalmers, and Deputy Opposition Leader Sussan Ley.

The delegation positioned SEQ councils as ideal delivery partners for federal initiatives and emphasised the importance of local facilities in preparing for Brisbane 2032, where many elite athletes begin their journey.

SEQ is one of Australia's fastest-growing regions, expecting 2 million more residents by 2046. Councils are contributing significantly to infrastructure but receive only 3 cents of every tax dollar, compared to 80 cents collected by the Australian Government.

The Mayors called for fairer funding for local governments, support for housing targets, investment in transport and community infrastructure to reduce congestion and improve liveability and long-term commitment to programs like Resilient Rivers SEQ, which received \$40 million in funding but needs sustained support.



We are thought leaders

Exploring new ways to solve South East Queensland's challenges and maximise its opportunities.

Our Values:

- Lead with bold decisions that put people before politics.
- Learn, share, and grow from the experiences of comparable regions around the world.
- Explore innovative and collaborative solutions which positively support the region's population and economic growth.
- Support a region connected by world class transit and digital infrastructure that drives the region's economic connectivity.

Regional Proposition, Talent and Economic Enablement.

Our Focus

- Build SEQ's regional proposition to support strategic partnerships and global networks to enable trade, talent attraction and foreign direct investment opportunities.
- Supporting the region's economic prosperity to accelerate SEQ's transition to a more sustainable and export-competitive, knowledge-intensive region with a diverse range of high-value jobs, while ensuring the region fully leverages the benefits of a 20-year SEQ City Deal between three levels of government, and the hosting of the Brisbane 2032 Olympic and Paralympic Games.

Our Achievements

- Opened the Kangaroo Point Bridge in partnership with the Queensland Government and Australian Government, this is the first project launched as part of the SEQ City Deal. This project connects directly to the CBD, easing congestion, and removing 84,000 vehicles from our roads annually.
- In partnership with the Australian Government and Queensland Government, the SEQ City Deal is in year three of delivery. This will guide the established SEQ City Deal to support region-wide reform initiatives and collaborative outcomes, including place-based projects by individual councils.
- The second tranche of the SEQ Liveability Fund projects through the SEQ City Deal were announced. Toowoomba and Sunshine Coast will see a \$32 million boost for their communities.
- Successfully executed an international mission to Singapore, Greater Manchester and Paris in January 2025 to seek and examine global insights into transport, urban renewal, housing and waste management opportunities alongside emerging examples of legacies delivered through major infrastructure and events such as Paris 2024.
- Fostered strategic networks and partnerships to showcase SEQ's regional proposition as a global destination for trade and investment, leveraging the green and gold runway to Brisbane 2032.
- Successfully launched the Benchmarking South East Queensland - in a global context report in collaboration with the Committee for Brisbane and the Deputy Premier, attended by over 400 industry representatives. The report serves as a critical data input for the Smart Region Digital Plan, identifying key areas where SEQ needs to focus based on benchmarking with peer regions around the world.
- Continued working with the Mayors on the SEQin32 Leveraging Action Plan, a CoMSEQ-led strategy to support regional collaboration towards key legacy objectives and actions. The Plan identifies a number of targeted regional priorities to leverage the benefits and opportunities the Games can bring to the South East Queensland region.
- Successfully working with SEQ councils through the Advanced Air Mobility (AAM) Taskforce to collaborate and develop planning guidelines for AAM to allow for successful integration across SEQ.

Expression of Interest (EOI) was announced for the following projects:

- \$150 million SEQ Innovation Economy Fund. This fund will support capital projects that grow high-value, knowledge-intensive jobs.
- Final tranche of the SEQ Liveability Project announced.
- \$10 million Public Art Fund
- \$10 million Green Urban infrastructure Initiative



Global Benchmark set for South East Queensland

The independent Benchmarking ‘South East Queensland (SEQ) – in a global context’ report was launched in March 2025 and builds on the 2017 Benchmark Report comparing South East Queensland against similar peer regions from around the world.

The report was launched in partnership with The Committee for Brisbane and compares South East Queensland against global peer city-regions - Greater Vancouver, Seattle-Puget Sound, San Diego Region, South East Florida, Greater Manchester, South Holland Region, Stockholm Region, Hamburg Region, Barcelona Region, Busan City Region, and Singapore.

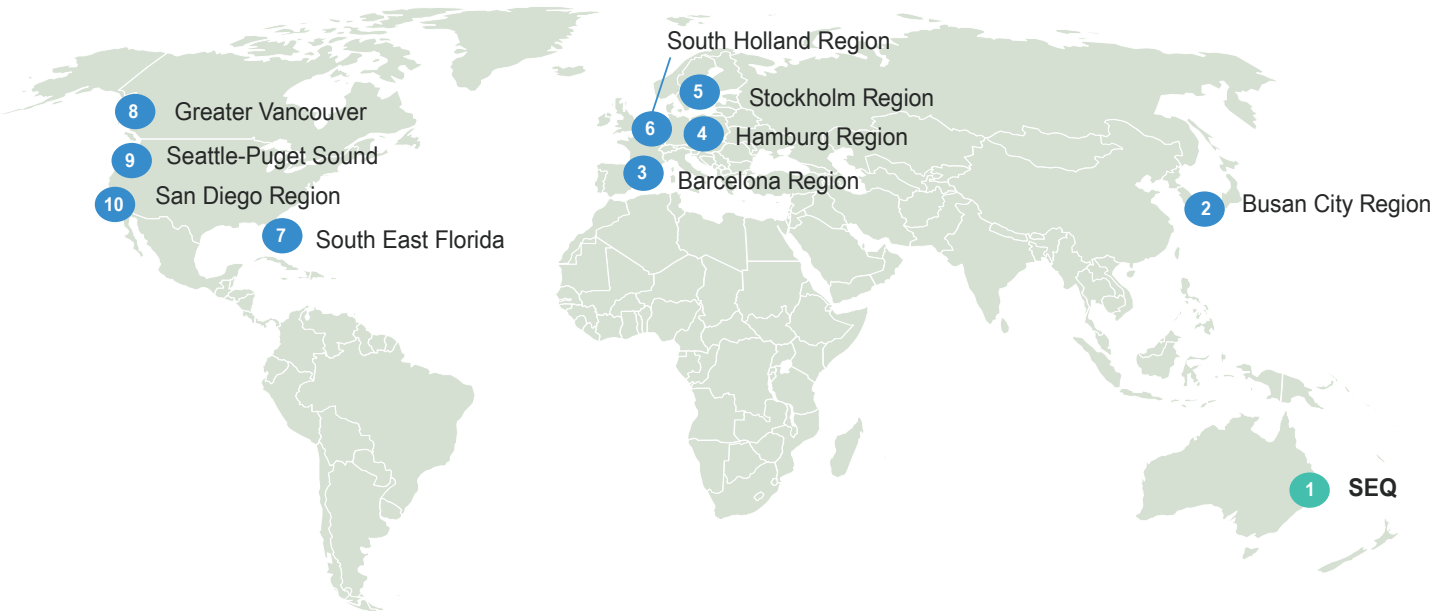
As South East Queensland is expected to grow three times faster than regions analysed in the report over the next 20 years, this growth is a key factor driving the region’ economic growth rather than growing productivity. Highlighting the need to boost the region’s profile to attract investment and retain innovative talent.

The 2025 Benchmark Report has been developed as part of wider input to inform the Smart Region Digital Plan, one of the 29 commitments being delivered as part of the SEQ City Deal, a long-term partnership between the Australian Government and Council of Mayors (SEQ).



Available to read [here](#)

Our Peer Regions





Patrick McVeigh
Global Fellow, The Business of Cities



We are partners in SEQ's future

Forming strategic alliances and delivering tangible outcomes for South East Queensland

Our Values:

- Leveraging the Brisbane 2032 Olympic and Paralympic Games as a catalyst to deliver tangible local benefits for South East Queensland.
- Respond to the region's significant growth to maintain and enhance South East Queensland's unique lifestyle and investment proposition.
- Enhance the health, sustainability and economic prosperity of South East Queensland.
- Build strategic alliances which build South East Queensland's profile and support regional economic opportunities.

Regional Planning and Connectivity

Our Focus

- Respond to SEQ's significant growth pressures and drive positive planning outcomes by establishing a consistent regional position on key land use planning matters.
- Support prioritisation and investment in regional transport and digital infrastructure to enhance the region's economic connectivity and global competitiveness, increase liveability, and accelerate the creation of future jobs.

Our Achievements

- Submitted a formal response to the Australian Government's draft National Urban Policy. Key advocacy points included calling for growth aligned investment planning to support SEQ's projected population increase of 2.2 million by 2046. CoMSEQ emphasised the need for strong regional connectivity, especially in outer urban areas, and recommended the use of mechanisms such as the SEQ City Deal to deliver infrastructure investment. The submission reinforced CoMSEQ's role as a regional voice advocating for sustainable urban development and equitable infrastructure investment.
- Successfully coordinated the announcement of the future expansion plan for Brisbane Metro, aiming to deliver fully electric, high-frequency, high-capacity public transport to more destinations across Brisbane and neighbouring SEQ community. The plan includes a long-term vision for 22 new stations and stops. Supported by both a Miles and Crisafulli led a future state Government.
- Continued to support engagement and collaboration between SEQ councils and the Queensland Government State Planner by fostering stronger alignment, refocusing and validating ShapingSEQ priorities with councils to ensure impact and collaborative outcomes.
- Supported the announcement of The Wave, as part of the 2032 Delivery Plan for the Brisbane 2032 Olympic and Paralympic Games and beyond. Securing this commitment to The Wave and better public transport for the region is a key advocacy outcome and ensures a focused and coordinated transport plan across SEQ ahead of Brisbane 2032.
- Continued to advance SEQ council-led initiatives including the SEQ Employment Strategy, Strategic Approach to High Amenity Areas and Growth Corridor Planning and facilitated dialogue on emerging policies including Faith-Based Housing, Secondary Dwelling Code and Draft Queensland Housing Code.
- Facilitated regular and on-going regional collaboration between local governments on strategic regional planning matters, and undertook an active role in ShapingSEQ implementation governance to support delivery of regional planning outcomes.
- Continued to work with key industry partners to support and strengthen regional advocacy, including a joint push for federal infrastructure funding to represent SEQ council interests.
- Active participation in the Q Shelter Housing Diversity - Community of Practice (CoP) and Queensland Government's HMAAC.
- The successful launch of the Benchmarking South East Queensland - in a global context provided critical data input for the Smart Region Digital Plan highlighting SEQ's performance against global peer regions. These foundations delivered a foundation paper outlining strategic digital priorities by working with council CEOs, CIOs and digital leads. These projects will be market-tested to attract private investment and delivered through phased implementation. The launch of the Smart Region Digital Plan will occur next financial year.



Plans for Brisbane Metro Expansion Unveiled

Announced in partnership with the Queensland Government and CoMSEQ the Brisbane Metro Bus expansion plan will include a long-term plan for 22 new stations and stops.

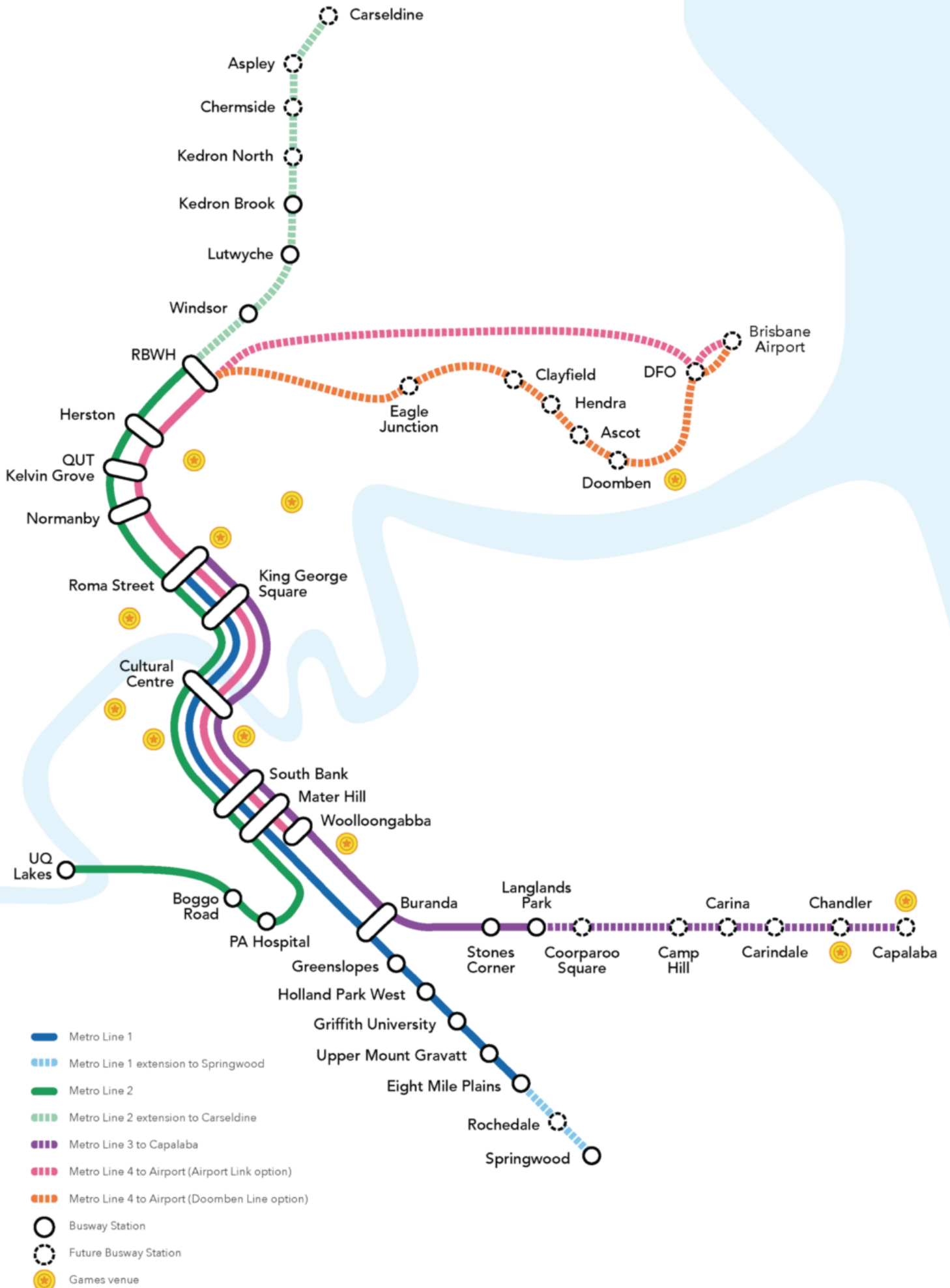
As South East Queensland is Australia’s fastest-growing region, host of the Brisbane 2032 Olympic and Paralympic Games and is expected to see 1 in 6 Australians by 2046, the added growth is placing additional pressure on transport infrastructure.

The rapid detailed business case will determine the feasibility of expanding the Metro south to Springwood, east to Capalaba, north to Carseldine and connecting to DFO and the Brisbane Airport delivering reliable transport to more destinations across Brisbane and neighbouring communities.

Unlike our other capital cities around Australia, Brisbane relies heavily on bus services, making the Metro Expansion critical.

Since the announcement the Australian Government approved to expand the Metro BTR Program to more parts of SEQ. This announcement is critical to deliver priority infrastructure projects ahead of Brisbane 2032.





Waste and the Circular Economy

Our Focus

- Accelerate SEQ's transition towards a circular economy through coordinated implementation of the SEQ Waste Management Plan.

Our Achievements

- Worked collaboratively with the Queensland Government to secure support for an update of the SEQ Waste Management Plan. The initial scope is underway and the plan is expected to be announced by the end of 2025.
- Continue to lead regional collaboration on waste management and circular economy initiatives under the SEQ City Deal, including the progression of several key commitments and strategic projects.
- Finalised and endorsed the SEQ Waste Portfolio Plan 2025. This strategic document sets the direction for future investment in waste infrastructure and services across the region, ensuring alignment with broader sustainability and circular economy goals.
- The continuing rollout of organics services in four key local government areas, Moreton Bay, Ipswich, Lockyer, Brisbane and the Gold Coast. This program will significantly enhance organic waste diversion and processing capacity across SEQ. Over \$27,000 in State funding for Grow FOGO finalised.
- Continuing to develop the Organics Processing Roadmap, the plan will provide a coordinated approach to expanding organics processing infrastructure across the region through engagement with the Department of Environment, Tourism, Science and Innovation.
- Secured funding from the Queensland Government to work in partnership across SEQ to explore residual waste solutions including options analysis for both proven and emerging technology solutions, governance arrangements and legal considerations that harness regional collaboration.
- Submitted a formal response to the Queensland Government's *Draft Queensland Waste Strategy 2025-2030* advocating for improved governance arrangements, key enablers and dedicated funding to deliver regional waste plans.



Progressing the next phase of SEQ's organics journey

Following the \$151 million funding commitment secured by the Council of Mayors (SEQ) and the Queensland Government, SEQ Councils have continued to demonstrate the strength of regional collaboration through the rollout of the GROW FOGO program. During 2024/25, a number of councils commenced and/or expanded their GO collection services, providing eligible households with 240-litre lime-green-lidded bins for kerbside collection.

This milestone reflects how ongoing coordination between local and state government is delivering tangible benefits for Queensland communities — supporting households to separate organics from general waste, reduce

landfill disposal, and cut emissions. The initiative continues to advance the objectives of the SEQ Waste Management Plan and the Queensland Organics Strategy and Action Plan.

While the rollout of GO services progresses, the Council of Mayors (SEQ) is also supporting the development of future organics pathways. The Multi-unit Dwellings (MUDs) Food Organics (FO) Pilot Program and other targeted initiatives will build the evidence base needed to expand FO recovery across diverse housing types.



Water Security and Environment

Our Focus

- Enhance the health and resilience of the region's waterways and improve water security for the region's growing residential, agricultural, and industrial needs.

Our Achievements

- Continued to lead the annual Catchment Investment Program for 2024-25, as approved by the Resilient Rivers Taskforce. The Resilient Rivers Taskforce (RRT) is comprised of Council of Mayors (SEQ), Department of the Environment, Tourism, Science and Innovation (DETSI), Department of Regional Development, Manufacturing and Water, Seqwater, and the Queensland Reconstruction Authority. The taskforce provides oversight of Resilient Rivers South East Queensland (RRSEQ) and aims to improve the health of local waterways through a coordinated approach to catchment management across the Logan, Somerset, Ipswich, Scenic Rim, Brisbane and Lockyer Valley local government areas, with the program expanding in 2024-25 across under the SEQ City Deal.
- Through RRSEQ, Somerset Wivenhoe Fish Stocking Association and Somerset Regional Council supported and facilitated the reintroduction of Mary River Cod into SEQ Waterways.
- Partnered with Lockyer Valley Regional Council, Theiss, Greening Australia and International River Foundation to successfully deliver a council, community and industry planting day to celebrate World Rivers Day.
- Successfully launched a \$750,000 5-year partnership with SEQ Water and Lockyer Valley Council to continue to deliver targeted, on-ground weed management and revegetation works to enhance the health of Lockyer Creek. This will improve water quality downstream for the Mt Crosby Treatment Plants and ensure a more sustainable and secure water supply for the region.
- The Somerset-Mid Brisbane Reserves project was successfully endorsed and is part of the initial 2024-2025 work plan. This project represents a key step in advancing coordinated regional planning and environmental management across SEQ.
- To advance delivery of strategic actions of RRSEQ, three additional Catchment Co-ordinator positions were endorsed covering Noosa, Sunshine Coast, Moreton and Somerset councils.
- Successfully awarded an Australian Research Council Grant in partnership with Griffith University, University of Western Australia, Southern Cross University, Sydney Water and DETSI to investigate The Key to the Long-Term Health of Australian Rivers: Nutrient Assimilative Capacity. This project will focus on understanding how well Australian rivers can process nutrients.
- Formed a strategic partnership with the International River Foundation ahead of the 26th International River Symposium (IRS 2025). This collaboration strengthens RRSEQ's commitment to advancing the sustainable management, protection and rehabilitation of the regions waterways and positions SEQ as a leader in integrated catchment management on a global scale..
- The Resilient Rivers Taskforce endorsed a \$30 million two-year RRSEQ catchment workplan to fund more than 30 projects for the first time covering all 11 councils in SEQ, for commencement from July 1 2025.
- Delivered Stage 1 SEQ Strategic River Resilience Project in partnership with Alluvium Consulting. This project was funded by DETSI through the Disaster Recovery Funding Arrangements Efficiency Funding.
- Successfully updates and implemented the revised RRSEQ Governance structure. The key activity for the new Resilient Rivers SEQ Portfolio Control Group (PCG) and Sub-Regional Working Groups (SRWG) was to develop the 2025-2027 City Deal workplan.



Strengthening SEQ's biodiversity

Through project activities in the Bremer Catchment, RRSEQ program partnered with the Somerset and Wivenhoe Fish Stocking Association to support the reintroduction of Mary River Cod into SEQ waterways.

Over 8,700 Mary River Cod fingerlings were released throughout the Bremer Catchment as part of a larger species recovery project – The Brisbane River Cod Recovery Program.

Reintroducing the fingerlings aims to restore apex predators in our rivers, in place of the presumed extinct Brisbane River Cod, while reducing damage caused by the introduction of invasive species such as Carp.

Building on this success RRSEQ and the program partners will expand the focus on the region's aquatic biodiversity with a series of projects targeting the remediation of fish barriers, establishment of cod hotels and fish habitat structures and continuing to remediate degraded waterways across the region.

Restoring native wildlife in our rivers is just one part of our broader strategy to deliver coordinated catchment management and improve the health and resilience of SEQ's catchment and waterways.



World Rivers Day

On World Rivers Day, RRSEQ partnered with Lockyer Valley Regional Council, International River Foundation, Greening Australia and Theiss to deliver a community planting day to restore priority habitat on the banks of Lockyer Creek at Lockyer Valley Turf Club.

Over a thousand native trees were planted along the banks of Lockyer Creek to reduce sediment loss, protect against severe weather events and improve the water quality and health of Moreton Bay.

World Rivers Day is celebrated by millions of people across more than 100 countries and encourages improved stewardship of waterways and wetlands.

During the high flood events in the Lockyer Catchment, increased sediment is released into the Mid-Brisbane River which can impact on the Mt Crosby Treatment Plant and quality of drinking water for Brisbane residents as well as the internationally significant Ramsar wetland Moreton Bay.





We are innovative, agile and motivated

Adding value for South East Queensland councils and communities.

Our Values:

- Facilitate collaboration between SEQ councils on regional issues.
- Maintain an efficient, effective, and responsive member-focused organisation.

Our Achievements

- Continued to support Queensland Moto Park (QMP) operations as Secretary of the South East Queensland Regional Recreation Facilities (SEQRRF). SEQRRF was established in 2012 by the Council of Mayors (SEQ) in collaboration with the Queensland Government to plan, develop and deliver recreational facilities offering services to SEQ residents to encourage community sport and foster thriving communities.
- Continued to facilitate regular engagement, collaboration and updates with council CEOs and senior officers to support the advancement of key projects and regional advocacy.
- Continued to implement the Strategic Advocacy and Action Plan for 24/25, which highlights priorities and projects CoMSEQ continues to progress with SEQ councils.
- Held a successful SEQ Local Government Forum attended by South East Queensland CEOs, Mayors and Councillors with the opportunity to network and hear from some of the most dynamic changemakers in the region.
- Coordinated various working groups comprising members from across local, state and federal governments and industry as an opportunity to engage and collaborate from all levels of government.
- Completed quarterly financial statements on time and passed annual financial auditing, keeping the group committed to governing excellence.
- Continued to conduct updates as an opportunity to keep councils and Councillors updated on Council of Mayors (SEQ) key projects and emerging opportunities.
- Conducted Board Meetings to progress key operational projects and guide the work of CoMSEQ with external stakeholders.



SEQ 2024 Local Government Forum

CoMSEQ hosted a major forum at The Star Brisbane Queen's Wharf Precinct during opening week - which brought together over 100 mayors, councillors and CEO's from across SEQ.

The annual SEQ Local Government Forum is a chance for Mayors, Councillors and CEOs to learn, share and connect on some of the region's biggest initiatives, opportunities and challenges.

The forum included a key number of speakers including the State Government and State Opposition on their priorities for the South East ahead of the 2024 State Elections including opportunities to strengthen partnerships with councils to respond to transport, infrastructure and housing pressures.

The forum enabled elected representatives and senior council executives to explore the future of how South East Queensland will grow over the next two decades through rising population growth and opportunities for SEQ.

The forum also highlighted that strong collaboration and a regional approach is required to drive the best outcomes for local councils and communities.





Council of Mayors SEQ Pty Ltd

Financial Statements

For the Year Ended 30 June 2025

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For the Year Ended 30 June 2025

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Directors' Report

30 June 2025

The directors present their report on Council of Mayors SEQ Pty Ltd for the financial year ended 30 June 2025.

1. General information

Principal activities

The principal activity of Council of Mayors SEQ Pty Ltd during the financial year are to:

- be a political advocacy organisation that represents the interests of the residents of members of the company;
- proactively influence Federal and State Governments to ensure the long-term viability, wellbeing, and sustainability of the residents of the South-East Queensland region;
- act as an advocate to State and Federal Governments or Public Bodies on issues of concern to members;
- collectively represent members on bodies that influence the operations of the State, regional and sub-regions and the communities of individual members;
- speak with one voice to ensure appropriate funding and delivery of infrastructure and services for the residents of the members of the Company;
- formulate policies and strategies that support coordinated regional growth and management of change;
- foster co-operation amongst members on issues of mutual concern or to further joint interests; and ensure relevance of the strategic priorities for the region through an annual review

No significant changes in the nature of the Company's activity occurred during the financial year.

2. Operating results and review of operations for the year

The profit of the Company amounted to \$ 4,777,583 (2024: \$ 2,408,847).

Review of operations

A review of the operations of the Company during the financial year and the results of those operations show that the company continues to deliver on the Company's strategic and operational priorities.

The SEQ City Deal funding for the Resilient Rivers SEQ initiative was finalised and the two-year program of work signed off by the taskforce. This has involved increasing the team size to deliver the program which includes an expansion across the majority of the region.

The newly elected State Government has involved some changes to portfolios and the initiation of engagement with new staff and Ministers to support our ongoing advocacy efforts.

This financial year the Council of Mayors (SEQ) Waste Portfolio Management Office continued to deliver on the priorities of the SEQ Waste Management Plan, with a major focus on residual waste solutions investigation. This will continue to be a priority for the company in the coming year. The commencement of the Multi Unit Dwellings study and trials for the support of organic waste management occurred. This involved a new team member and the scoping and initiation of multiple pilot projects across a number of our councils.

Our first state parliament delegation occurred with the new State Government ensuring ongoing dialogue about our region's priorities.

Progress was made on the development of the SEQ Smart Region Digital Plan as part of the SEQ City Deal. With the company leading this project, significant industry and government engagement occurred along with council involvement in identifying priority areas of focus. The plan will be completed next financial year. The company continued to drive efforts related to international engagement including completing the benchmarking report as part of the SEQ Smart Region Digital Plan.

Preparations began to celebrate the 20th anniversary of the establishment of the company in 2005 with activities occurring next financial year.

The company also continued to work with member councils to identify the leveraging opportunities for Brisbane 2032 and beyond with the working group driving the priorities.

Directors' Report

30 June 2025

3. Other items

Significant changes in state of affairs

There have been no significant changes in the state of affairs of the Company during the year.

Future developments and results

The likely developments in the operations of the company and the expected results of 2025/26 will be influenced by the continuation of the SEQ City Deal covering a number of regional initiatives along with the Resilient Rivers SEQ program, and the on-going delivery to key objectives of the CoMSEQ Strategic Plan including the refresh of the SEQ Waste Management Plan implementation and the 2032 Leveraging Plan.

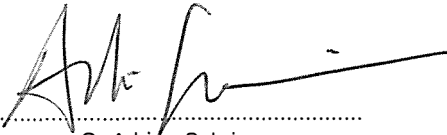
Environmental issues

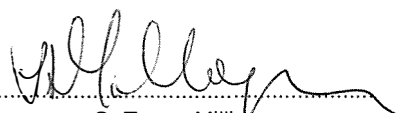
The Company's operations are not regulated by any significant environmental regulations under a law of the Commonwealth or of a state or territory of Australia.

4. Indemnification and insurance of officers and auditors

Insurance premium has been paid in this financial year for Councillors and Officer Liability which covers any natural person who was, or is, or may, hereafter become a Councillor, Director, Secretary, Officer and/or Employee of the company.

Signed in accordance with a resolution of the Board of Directors:

Director: 
Cr Adrian Schrinner

Director: 
Cr Tanya Milligan

Dated this 24th day of July 2026

Statement of Comprehensive Income

For the Year Ended 30 June 2025

		2025	2024
	Note	\$	\$
Revenue	5	12,704,638	7,408,852
Interest Income	3(a)	265,830	212,365
Other income		2,510	10,222
Total income		12,972,978	7,631,439
Employee benefits expense	3(b)	(2,738,019)	(2,235,590)
Depreciation and amortisation expense	3(b)	(139,022)	(116,225)
Other Professional Fees	3(b)	(4,383,415)	(2,286,193)
IT Costs		(96,652)	(133,321)
Travel Costs	3(b)	(244,559)	(45,803)
Meeting and Advocacy Costs		(143,276)	(85,310)
Other expenses		(450,452)	(320,150)
Total expenses		(8,195,395)	(5,222,592)
Total comprehensive income for the year		4,777,583	2,408,847

Statement of Financial Position

As At 30 June 2025

	Note	2025 \$	2024 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	6	8,760,505	3,867,013
Trade and other receivables	7	4,398,697	3,442,837
Investments		500,000	500,000
TOTAL CURRENT ASSETS		13,659,202	7,809,850
NON-CURRENT ASSETS			
Furniture, Fixtures and Fittings	8	33,202	30,836
Right-of-use assets	9	459,470	587,692
Bank guarantee		74,382	74,382
TOTAL NON-CURRENT ASSETS		567,054	692,910
TOTAL ASSETS		14,226,256	8,502,760
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	10	1,307,989	316,989
Lease liabilities	9	120,739	109,524
Employee benefits	11	355,279	302,576
TOTAL CURRENT LIABILITIES		1,784,007	729,089
NON-CURRENT LIABILITIES			
Lease liabilities	9	367,548	488,287
Employee benefits	11	42,831	31,099
TOTAL NON-CURRENT LIABILITIES		410,379	519,386
TOTAL LIABILITIES		2,194,386	1,248,475
NET ASSETS		12,031,869	7,254,286
EQUITY			
Issued capital		11	11
Retained earnings		12,031,858	7,254,275
TOTAL EQUITY		12,031,869	7,254,286

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

For the Year Ended 30 June 2025

2025

	Ordinary Shares	Retained Earnings	Total
	\$	\$	\$
Balance at 1 July 2024	11	7,254,275	7,254,286
Net surplus for the year	-	4,777,583	4,777,583
Balance at 30 June 2025	11	12,031,858	12,031,869

2024

	Ordinary Shares	Retained Earnings	Total
	\$	\$	\$
Balance at 1 July 2023	11	4,845,422	4,845,433
Net surplus for the year	-	2,408,847	2,408,847
Balancing Adjustment	-	6	6
Balance at 30 June 2024	11	7,254,275	7,254,286

Statement of Cash Flows

For the Year Ended 30 June 2025

	2025	2024
Note	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from customers	11,655,704	4,843,111
Payments to suppliers and employees	(6,905,351)	(5,132,174)
Interest Received	265,830	212,364
Net cash provided by/(used in) operating activities	6	5,016,183
CASH FLOWS FROM INVESTING ACTIVITIES:		
Proceeds from acquisition of plant and equipment	(13,166)	(5,256)
Net cash provided by/(used in) investing activities	(13,166)	(5,256)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Repayment of lease liabilities	(109,524)	(102,701)
Net cash provided by/(used in) financing activities	(109,524)	(102,701)
Net increase/(decrease) in cash and cash equivalents held	4,893,493	(184,655)
Cash and cash equivalents at beginning of year	3,867,013	4,051,668
Cash and cash equivalents at end of financial year	6	8,760,505

Notes to the Financial Statements

For the Year Ended 30 June 2025

1. Introduction

The financial report covers Council of Mayors SEQ Pty Ltd as an individual entity. Council of Mayors SEQ Pty Ltd is a not-for-profit proprietary Company, incorporated and domiciled in Australia.

The functional and presentation currency of Council of Mayors SEQ Pty Ltd is Australian dollars.

Comparative information reflects the audited 2023-2024 financial statements, unless otherwise stated.

The Company is an entity to which ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191 applies and, accordingly amounts in the financial statements and Directors' Report have been rounded to the nearest dollar.

2. Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards and the *Corporations Act 2001*.

Significant accounting policies adopted in the preparation of these financial statements are presented below and are consistent with prior reporting periods unless otherwise stated.

The company is a not-for-profit organisation as it is not operating for the surplus or gain of its individual members. The financial statements have been prepared on an accruals basis (except for the statement of cash flows which is prepared on a cash basis) and are based on historical costs, except where stated. Amounts in the financial statements have been rounded to the nearest Australian dollar.

The financial statements are authorised for issue by the Directors at the date of signing the directors' declaration.

3. Summary of Significant Accounting Policies

(a) Revenue and Income

Membership Levies

Membership levies are recognised upon issuing an invoice after resolution of financial commitment of funding at General Meetings by members for the financial period.

Project Contributions

Project Contributions were received from members for the Resilient Rivers Initiative Program since the 2016/2017 financial year to identify, assess and mitigate high risk flooding areas in the South-East Queensland region. Several new projects commenced this reporting period with the existing projects progressing further and some to completion. As there were no sufficiently specific performance obligations in relation to this funding the company has recognised this income in the year in which it obtains control over the funds.

Grants and Other Contributions

As the Grant funding has no specific performance obligations in relation to this funding the company has recognised this income in the year in which it obtains control over the funds.

During the reporting period, the collaboration agreement was executed for funding of the Resilient Rivers SEQ (RRSEQ) initiative through the SEQ City Deal. Jointly funded by Federal, State, and Local governments, the SEQ City Deal funding for RRSEQ represented a significant increase in both funding received and expenditure incurred by Council of Mayors (SEQ) Pty Ltd in relation to the Resilient Rivers SEQ initiative. It is anticipated that funding and expenditure levels will remain steady in the coming years as the initiative continues to deliver the objectives of the RRSEQ City Deal program.

Notes to the Financial Statements

For the Year Ended 30 June 2025

Interest Revenue

Interest is received from cash and cash term deposit accounts held with Australian banks. Funds are held for a period from one month to six months to maturity depending on the cash flow requirements of the company.

Cash investments are held at amortised cost and subject to interest rate risk. This refers to possible fluctuations in the market interest rate of cash at bank earning interest at a variable rate, which could impact the operating result and equity of the company.

Other Income

Other income is recognised on an accruals basis when the Company is entitled to it.

(b) Expenses

Employee Benefits Expense

Employee benefits relate to amounts expected to be paid to or on behalf of employees for wages and salaries, annual leave, long service leave, worker's compensation and superannuation. A liability is recognised for employee benefits arising from services rendered by employees to the end of the reporting period.

Employer superannuation contributions are paid to a superannuation fund chosen by the employee at contribution rates determined by each employee's contract of employment. Contributions are expensed in the period in which they are paid or payable with no future liability incurred to the company.

Other Professional Fees

Professional fees are in relation to contracted projects and the work to be completed in accordance with the individual contract for such projects.

Lease Expenses

Lease expenses include interest based on the implicit rate in the rental lease and depreciation calculated on a straight-line basis over the right-of-use asset's lease term. This method is considered to best correspond with the underlining pattern of consumption.

Depreciation and Amortisation Expenses

Depreciation and amortisation have been calculated on a straight-line basis over each asset's expected useful life. This method is considered to best correspond with the underlying pattern of consumption. The estimated useful lives are assessed annually and for each class are:

Office Furniture & Equipment:	Between 3 and 10 years with zero residual value
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Intangible Assets:	5 years with zero residual value
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(c) Taxation and General

Revenue, expenses, assets and liabilities are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Notes to the Financial Statements

For the Year Ended 30 June 2025

3. Summary of Significant Accounting Policies

(c) Taxation and General

Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

Council of Mayors (SEQ) Pty Ltd is exempt from income tax under the provisions of Item 2.1 of the table in Section 50-10 of the Income Tax Assessment Act 1997 and has been advised that it would not be required to lodge income tax returns unless and until requested to do so by the Deputy Commissioner of Taxation.

(d) Financial instruments

Financial instruments are recognised initially on the date that the Company becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

(e) Leases

At inception of a contract, the Company assesses whether a lease exists.

The non-lease components included in the lease agreement have been separated and are recognised as an expense as incurred.

At the lease commencement, the Company recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where the Company believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises of the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration less any lease incentives received.

The right-of-use asset is depreciated over the lease term on a straight line basis and assessed for impairment in accordance with the impairment of assets accounting policy.

The lease liability is initially measured at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Company's incremental borrowing rate is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is remeasured whether there is a lease modification, change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI) or a change in the Company's assessment of lease term.

Exceptions to lease accounting

The Company has elected to apply the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. The Company recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Notes to the Financial Statements

For the Year Ended 30 June 2025

4. Critical Accounting Estimates and Judgments

The company make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances. Estimates are made for items such as depreciation and employee provisions.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

5. Revenue

Revenue from continuing operations

		2025	2024
		\$	\$
- Membership levies	3.	3,890,800	3,172,609
- Project contributions	3.	7,250,000	3,940,000
- Grants and other contributions	3.	1,563,838	161,243
- External Funding	3.	-	135,000
Total revenue from operations		<u>12,704,638</u>	<u>7,408,852</u>

Notes to the Financial Statements

For the Year Ended 30 June 2025

6. Cash and Cash Equivalents

Cash and cash equivalents include cash on hand and deposits held at call with Australia registered only banks, with terms for a period between one and three months.

It is the company's intention to hold these short-term fixed bank deposits to maturity. These short-term deposits held by the company are stated at the amortised cost until interest is received into the accounts.

	2025	2024
	\$	\$
Cash at bank and in hand	5,790,757	945,682
Short-term deposits	2,969,748	2,921,331
	8,760,505	3,867,013

Reconciliation of Cash Flows

Cash and Cash equivalents reported in the statement of cash flows are reconciled to the equivalent items in the statement of financial position as follows:

	2025	2024
	\$	\$
Reconciliation of operating result to net cash provided by operating activities		
Net Surplus/(Deficit)	4,777,583	2,408,847
Non-cash items included in operating result		
Depreciation	10,800	8,127
ROU Asset Interest and Depreciation	128,223	108,098
Change in assets and liabilities		
(Increase)/decrease in trade receivables	(947,770)	(2,591,141)
(Increase)/decrease in prepayments	(8,090)	15,179
Increase/(decrease) in trade payables	614,556	55,067
(Increase)/decrease in bank guarantees	-	(19,382)
Increase/(decrease) in provisions	64,436	28,273
Increase/(decrease) in other payables	376,444	(89,766)
Net cash provided by operating activities	5,016,183	(76,698)

Notes to the Financial Statements
For the Year Ended 30 June 2025

7. Trade and Other Receivables

	2025	2024
	\$	\$
Trade receivables	4,377,900	3,430,130
Prepayments	20,797	12,707
Total current trade and other receivables	4,398,697	3,442,837

Receivables are recognised at the amounts due at the time of sale or service delivery. The collectability is assessed at period end and an allowance is made for the impairment if necessary.

It is highly unlikely the company would need to allow for impairment for Receivables given historically no credit losses have ever been recorded due to the type of debtors.

We note there has been a material increase in the trade receivables balance during this period. This was largely driven by two invoices to the Department of Environment, Science, Technology and Innovation raised in June 2025 totalling \$3,850,000. These invoices were paid in July 2025 therefore there is no need to consider an impairment provision against this receivable.

Notes to the Financial Statements

For the Year Ended 30 June 2025

8. Furniture, Fixtures and Fittings

	2025	2024
	\$	\$
Furniture, fixtures and fittings		
At cost	91,398	78,232
Accumulated depreciation	(58,196)	(47,396)
Total Furniture, fixtures and fittings	<u>33,202</u>	<u>30,836</u>

(a) Movements in carrying amounts of furniture, fixtures and fittings

Movement in the carrying amounts for each class of furniture, fixtures and fittings between the beginning and the end of the current financial year:

	Furniture, Fixtures and Fittings \$
Year ended 30 June 2025	
Balance at the beginning of year	30,836
Additions	13,166
Depreciation expense	<u>(10,800)</u>
Balance at the end of year	<u>33,202</u>
	Furniture, Fixtures and Fittings \$
Year ended 30 June 2024	
Balance at the beginning of year	33,707
Additions	5,256
Depreciation expense	<u>(8,127)</u>
Balance at the end of year	<u>30,836</u>

Notes to the Financial Statements

For the Year Ended 30 June 2025

9. Leases

Right-of-use Assets

The company measures right-of-use assets from leases at present value of cost on initial recognition. Lease liabilities are initially recognised at the present value of lease payments over the lease term that is not yet paid. These will subsequently give rise to depreciation expense and be subject to impairment. The discount rate used is the interest rate implicit in the rental lease. All right-of-use assets are recognised exclusive of GST.

	Land \$
Year ended 30 June 2025	
At cost	641,119
Accumulated depreciation	<u>(181,649)</u>
Balance at end of year	<u><u>459,470</u></u>

	Land \$
Year ended 30 June 2024	
At cost	641,119
Accumulated depreciation	<u>(53,427)</u>
Balance at end of year	<u><u>587,692</u></u>

Lease liabilities

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

	< 1 year \$	1 - 5 years \$	Lease liabilities included in this Statement Of Financial Position \$
2025			
Lease liabilities	120,739	367,548	488,287
2024			
Lease liabilities	109,524	488,287	597,811

Statement of Comprehensive Income

The amounts recognised in the statement of comprehensive income relating to leases where the Company is a lessee are shown below:

	2025 \$	2024 \$
Depreciation of right-of-use assets	(128,222)	(108,098)
Lease Interest	<u>(19,136)</u>	<u>(9,498)</u>
	<u><u>(147,358)</u></u>	<u><u>(117,596)</u></u>

Notes to the Financial Statements

For the Year Ended 30 June 2025

10. Trade and Other Payables

	2025	2024
	\$	\$
Trade payables	881,369	266,813
GST payable	424,453	49,035
Other payables	2,167	1,141
	<u>1,307,989</u>	<u>316,989</u>

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

11. Employee Benefits

	2025	2024
	\$	\$
Current liabilities		
Long service leave	185,277	190,564
Annual leave	170,002	112,012
Total current employee benefits	<u>355,279</u>	<u>302,576</u>
Non-current liabilities		
Long service leave	42,831	31,099
Total non-current employee benefits	<u>42,831</u>	<u>31,099</u>

A provision has been recognised for current and non-current employee benefits relating to long service leave.

The provision for long service leave represented the present value of the estimated future cash outflows to be made by the company resulting from employees services provided up to balance date.

The estimate considers future wage and salary increases, period of service and related on costs.

Notes to the Financial Statements

For the Year Ended 30 June 2025

12. Financial Risk Management

The Board of Directors has the authority to control and manage the company's financial affairs, with development and adherence to the company budget, bank authorisations and day to day management.

Financial assets and liabilities are recognised in the statement of financial position when the company becomes party to the contractual provision of the financial instrument. The company has the following categories of financial assets and liabilities:

	2025 \$	2024 \$
Financial assets		
Cash and cash equivalents	8,760,505	3,867,013
Trade and other receivables	4,398,697	3,442,837
Fixed Term Bank Deposits	500,000	500,000
Total financial assets	13,659,202	7,809,850
Financial liabilities		
Trade and other payables	1,307,990	316,989
Lease liabilities	488,287	597,811
Total financial liabilities	1,796,277	914,800

Liquidity risk

Liquidity risk refers to the risk that the company is unable to meet its obligations associated with financial liabilities. The company has minimal exposure to liquidity risk as there are no financial loans and only trade payables in terms of financial liabilities. The company manages this risk through the following mechanisms:

- subscriptions for the financial period are invoiced at the beginning of the period and paid within 28 days of invoice date;
- preparing forward-looking cash flow analysis in relation to its operational, investing and financing activities;
- monitoring undrawn credit facilities (credit card balances);
- only investing surplus cash with major financial institutions; and
- comparing the maturity profile of financial liabilities with the realisation profile of financial assets.

Credit risk

The maximum exposure to credit risk at balance date to recognised financial assets is the carrying amount of those assets as disclosed in the statement of financial position and notes to the financial statements.

As at year end, all trade and other receivables are considered current and no receivables are considered impaired.

Market risk

Cash and cash equivalents are subject to market fluctuations (interest rate risk) with this exposure limited due to all investments deposited with Australian banks.

Notes to the Financial Statements

For the Year Ended 30 June 2025

13. Key Management Personnel Disclosures

(a) KMP Remuneration Details

The remuneration paid to key management personnel of Council of Mayors SEQ Pty Ltd during the year is as follows:

	2025	2024
	\$	\$
Short-term employee benefits	353,381	333,329
Long-term benefits	9,428	8,525
Post-employment benefits	37,289	33,782
	400,099	375,636

(b) KMP Remuneration Policies

Key Management Personnel who hold the position of a director or alternate director do not receive any remuneration or employee benefits from the company. Remuneration policy for the company's key executive management personnel is set by the Executive Committee of the company. The remuneration and other terms of employment for the key executive management personnel is specified in the employment contract.

(c) Details of Key Management Personnel

The company's Company Secretary and Chief Executive Officer are identified as KMPs, consistent with additional guidance included in the revised version of AASB 124 Related Party Disclosures.

Chief Executive Officer	The position is responsible for the efficient, effective and economic administration of the company.
Company Secretary	The position supports the effectiveness of the Board by monitoring that board policy and procedures are followed and coordinating the timely completion and dispatch of board agenda and briefing material.

14. Related Party Transactions

Transactions between shareholders councils and the company are considered and voted on at regular Directors' meetings. No individual council has influence or control over the activities of the company. There have been no transactions with people/entities that are identified as being related to any Key Management Personnel.

15. Operating contract commitments

	2025	2024
	\$	\$
Not later than 1 year	10,872,906	1,983,393
More than 1 year	5,719,531	-
Total	16,592,436	1,983,393

Operating contract commitments are in relation to several Projects including Resilient Rivers Initiative, Economic Development and Water & Environment that are in progress.

The establishment of the SEQ City Deal during the period has meant the business has received a material increase in funding which is committed to a range of projects within the Resilient Rivers SEQ initiative.

Notes to the Financial Statements

For the Year Ended 30 June 2025

16. Auditors' Remuneration

	2025	2024
	\$	\$
Remuneration of auditors	17,500	16,636
Total	17,500	16,636

17. Events Occurring After the Reporting Date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

18. Disclosure of Membership in Other Entities

Council of Mayors (SEQ) Pty Ltd is no longer a member of Heathy Land and Water.

19. Economic Dependency

Council of Mayors (SEQ) activities are dependent upon membership levies from eleven shareholder member councils for the financial year 2024/2025.

Membership levies for the 2025/2026 year have been approved by each of the eleven shareholder member councils.

20. Board Disclosures

The names of directors in office at any time during or since the end of the financial year are:

Cr Adrian Schrinner	1 July 2024	to	30 June 2025
Cr Frank Wilkie	1 July 2024	to	30 June 2025
Cr Geoff McDonald	1 July 2024	to	30 June 2025
Cr Jason Wendt	1 July 2024	to	30 June 2025
Cr Jocelyn Mitchell	1 July 2024	to	30 June 2025
Cr Jonathan Raven	1 July 2024	to	30 June 2025
Cr Peter Flannery	1 July 2024	to	30 June 2025
Cr Rosanna Natoli	1 July 2024	to	30 June 2025
Cr Tanya Milligan	1 July 2024	to	30 June 2025
Cr Teresa Harding	1 July 2024	to	30 June 2025
Cr Thomas Sharp	1 July 2024	to	30 June 2025

21. Statutory Information

The registered office and principal place of business of the company is:

Level 18, 141 Queen Street, Brisbane City QLD 4000

Council of Mayors SEQ Pty Ltd

Directors' Declaration

The directors of the Company declare that:

1. the financial statements and notes for the year ended 30 June 2025 are in accordance with the *Corporations Act 2001* and:
 - a. comply with Accounting Standards, which, as stated in basis of preparation Note 2. to the financial statements, constitutes explicit and unreserved compliance with International Financial Reporting Standards (IFRS); and
 - b. give a true and fair view of the financial position and performance of the Company;
2. In the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director
Cr Adrian Schinnerer

Director
Cr Tanya Milligan

Dated this 24th day of July 2026

