

# City of Moreton Bay

## Annual Report 2024-25

### Member information

| Details               |  |
|-----------------------|--|
| Organisation name:    | City of Moreton Bay  |
| Main address:         | 220 Gympie Rd Strathpine 4500  |
| Main email:           | <a href="mailto:economic@Moretonbay.qld.gov.au">economic@Moretonbay.qld.gov.au</a> |
| Main phone:           | 07 3205 0555   |
| Main website URL:     | <a href="http://www.moretonbay.qld.gov.au">www.moretonbay.qld.gov.au</a>           |
| ABN:                  | 92967232136  |
| Charter signing date: | 26/05/2021   |

### Authorised representatives

The nominated staff members will take on the responsibility for Small Business Friendly (SBF) activities, which includes participation in SBF meetings. They will be the primary contact for receiving program details, updates, and inquiries.

| Authorised SBF representative details |                                |
|---------------------------------------|--------------------------------|
| Full name:                            | Christine Wilson               |
| Position:                             | Local Business Support Officer |
| Email:                                | [REDACTED]                     |
| Phone:                                | [REDACTED]                     |

| SBF Proxy details |                              |
|-------------------|------------------------------|
| Full name:        | Annie Lawrence               |
| Position:         | Head of Industry Advancement |
| Email:            | [REDACTED]                   |
| Phone:            | [REDACTED]                   |

### Report information

| Details                 |   |
|-------------------------|---|
| Report date:            | 05/09/2025  |
| Prepared by:            | Christine Wilson, Local Business Support Officer                                  |
| Stakeholders consulted: | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>               |
| Report published:       | Yes <input type="checkbox"/> No <input type="checkbox"/> <b>Intend to Publish</b> |
| Report URL (if online): |   |

# Charter performance

## Actively communicate and engage with small businesses

| Commitments |   | Performance self-assessment |                          |                          |                                     |
|-------------|---|-----------------------------|--------------------------|--------------------------|-------------------------------------|
|             |   | ● Not yet                   | ● In progress            | ● Achieved               | ● Very well achieved                |
| a)          | Actively engage and be mindful of small businesses, their issues and priorities when making decisions. (e.g., create a business advisory group).    | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| b)          | Communicate clearly in a timely manner both formally and informally. (e.g., working at all levels to exceed your customers' expectations).          | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| c)          | Engage with statewide partners where appropriate on matters affecting small businesses.   | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| d)          | Publish clear service standards stating what small businesses can expect from us. (e.g., in service charter, economic strategy, annual plan, etc.). | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

### Summary of key activities and achievements in relation to this element:

- Between 1 July 2024 and 30 June 2025, Council delivered 4,290 service engagements to 2,134 business customers.
- Council achieved an average satisfaction rating of 93.4% through customer satisfaction surveys for programs and delivered events. Additionally, 94.9% of customers identified one or more benefits as a result of receiving the service.
- Council delivers a monthly [Moreton Business Connect](#) newsletter tailored to meet the business community's needs. Subscribers increased by 50.7% from the previous year, closing out the year with 1,972 subscribers. Council had an average open rate of 39% and average click through rate of 10.6%. This compares to the 2023 government industry benchmarks of: 40.55% (open rate) and 4.58% (click through).
- Council continued to invite our City's Economic Development Strategy stakeholders to participate in regular online economic updates; facilitating a two-way exchange of information on upcoming programs, challenges and opportunities to support stakeholders and the wider local business community. A guest speaker at each meeting presented on relevant topics for chamber/industry groups and other government contacts. Five online sessions were conducted over the reporting period; these were supplemented by two face-to-face events with 142 attendees.
- Economic Development led a coordinated communications effort within 72 hours of Ex-Tropical Cyclone Alfred, engaging in over 150 stakeholder conversations with chambers, industry groups, and primary producers to assess impacts and share critical supply chain insights. A detailed support and information email was sent to 30,875 local business contacts to provide essential information on updates and business resources – 11,394 engaged with Council's communications (37%). A targeted group message was then sent to 59 key stakeholders (Chambers of Commerce and industry groups), followed by

personalised conversations. As a result, more than a dozen key stakeholders attended an Economic Strategy Stakeholder Update (Teams meeting) the following week. Throughout these engagements, information on recovery assistance, grants, continuity planning, and open for business messaging was delivered through strategic communications and signage, ensuring timely support and visibility for affected business precincts.

- Our City's [Economic Development Grants](#) 2024/2025 round opened on 1 February 2025. The closing date was extended from 10 March 2025 to 31 March 2025 due to ex-Tropical Cyclone Alfred impacts to the business community. Council received six completed applications for this round with three grants successfully awarded for a total of \$19,427.
- For Queensland Small Business Month in May (QSBM) our Moreton Business Connect newsletter was sent to over 1600 subscribers to inform them on the range of QSBM activities across City of Moreton Bay. The QSBM the edition also highlighted and celebrated five local businesses who had won national and state awards.
- During QSBM over 265 businesses were supported directly via event programming. Council delivered and supported a range of skills and capacity building activities through our Chambers/industry groups, that included a key event, Future Proof Your Business, as well as free digital workshops and various presentations that provided small business support information.
- Council undertook a 14-month assessment to achieve EarthCheck's Sustainable Destination Silver Certification. This reflects Council's leadership and commitment to ensure environmental sustainability and community wellbeing is prioritised, and signals to businesses and tourism operators that our City supports sustainability goals. The [Sustainable tourism destination](#) milestone was published in a dedicated media release.
- Broader community engagement (inclusive of businesses) by City of Moreton Bay includes:
  - 215,870 customer requests lodged through Council's customer request portal.
  - 82,177 visitors to the Your Say Moreton Bay online community engagement platform with 122,860 page views.
  - Council engaged in two *Moreton Says* surveys, with a total of 6,376 surveys completed. Survey reports are available online at [Moreton Says findings | Moreton Says | Your Say Moreton Bay](#).
  - 213,918 customer phone enquiries with an average answer speed of 340 seconds (5.6 minutes).
  - Council distributed a range of media releases and stories about activities such as the [\\$1 Million Business Boost initiative](#), [Innovate Moreton Bay new partnership with Creative HQ](#), [Sustainable tourism destination](#) our [City's economic results – State of the City 2024](#) and others which were featured in local media.

## Raise the profile and capability of small business

| Commitments |   | Performance self-assessment |                          |                          |                                     |
|-------------|---|-----------------------------|--------------------------|--------------------------|-------------------------------------|
|             |   | ● Not yet                   | ● In progress            | ● Achieved               | ● Very well achieved                |
| a)          | Publicly recognise and value the importance of small businesses to our community and local economy. | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| b)          | Encourage campaigns to promote small business and local spending (e.g., buy local).                 | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| c)          | Help small businesses develop networks, access education, and increase their capabilities.          | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| d)          | Assist small businesses to access government, business and industry programs and resources.         | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

### Summary of key activities and achievements in relation to this element:

- Council's Economic Development team were involved in 4,290 service engagements to 2,134 local businesses and emerging entrepreneurs through 81 group events and 1,584 one-on-one service activities. Some of these programs are highlighted below.
- Moreton Bay Business Boost Initiative: Council announced a \$1 million [Business Boost](#) initiative in July 2024, which outlined five new programs and delivery starting in early 2025. Council engaged with more than 5,000 businesses in promotional activities, while 140 businesses participated in the first four months.
  - **Shopfront Renewal Program:** Launched in early 2025, the program had seven decals installed across the City during this reporting period.
  - **UniSC SME Tax Clinics:** A three-year program, the clinic received 26 enquiries in the first semester of operation. Key reasons for seeking help included overdue tax returns, ATO debt and uncertainty around deductions and financial hardship. Feedback from the workshop indicated a 5-star satisfaction rating and increased confidence in tax return lodgement, record keeping and seeking tax help.
  - **Tourism Eco-certification Program:** Launched in April 2025 with 22 applications seeking funding assistance to become eco-certified at the end of the six-week campaign. Eighteen applicants received funding approval. Additionally, 30 small businesses operating at major events will also complete eco-scorecards in the coming period.
  - **Master Your Food Business Program:** Targeted cafes and restaurants to equip them with the correct plans and knowledge to navigate industry challenges and pain points impacting profitability and efficiency. Forty-nine venues participated in the five-month program with an additional 20 venues attending the first introductory workshop. Participating businesses are now set up to achieve a conservative \$2 million collective reduction in their annual cost of goods sold.
  - **Beyond the Farm Gate Program:** Launched in April 2025, this program is targeting agribusinesses wanting to upskill and become tourism businesses. Twenty businesses signed up for the Incubator Program (first stage) for delivery in July

2025. A Local Provenance accreditation pilot program has also commenced linking the Beyond the Farm Gate with the Master Your Food Business programs.

- Sustainability Demo Day: The innovation showcase [Sustainability Demo Day](#) attracted over 80 key stakeholders to listen to nine businesses pitch their solutions to a panel of three judges, including Council CEO Scott Waters. Businesses were chosen through a competitive EOI process, and benefited from the exposure to high quality audience of potential customers and influencers.
- Open Mic Pitch Night: Four events were held during the year to support first timers to pitch their business to a friendly Innovate Moreton Bay audience. Each event covered different themes, with 34 emerging local entrepreneurs showcasing their ideas to 116 supportive audience members. All entrepreneurs received tailored positive feedback on how to pitch, many going on to larger showcase events like Sustainability Demo Day and other opportunities.
- Innovate Moreton Bay Program re-launch: More than 80 people attended the [Innovate Moreton Bay](#) program re-launch at UniSC to mark a new direction for the program and celebrate new collaborators. UniSC is now formally recognised as a program partner. Industry leaders, startups, small businesses, investors and government representatives networked and shared their vision for what a thriving innovation ecosystem looks like for the City of Moreton Bay.
- Open Data Hackathon: [GovHack](#) took place at the UniSC Moreton Bay Campus for the fourth consecutive year. Council has continued to partner with Unitywater and UniSC by encouraging participation, sponsoring challenges and releasing organisational data sets for this national competition. Sixteen Moreton Bay teams competed over 46 hours to tackle the theme 'Moreton Bay - Greening as we grow', resulting in seven national, state and local awards. Staff from six Council departments participated as data contributors, mentors and volunteers.
- [Digital Leap](#) Mentoring Program: Twenty-six participants signed up for Council's specialist program aimed at supporting local small businesses adopt technology solutions. Technology mentors and small business mentees are matched in a highly specialised process, then work together on their identified challenges, before graduating after three months of interactions. High rates of satisfaction have ensured this program will continue into the next period.
- Buy Local campaign: a City-wide campaign with signage to encourage the community to support the recovery of local businesses following ex-TC Alfred. Shop local, choose Moreton Bay: support local business banners were displayed in 14 key locations across the city during May. Locations with high vehicle frequency were selected to maximise visibility.
- Digitising business workshops for small businesses: Council supported the delivery of two free digital workshops by Regional Business HQ, a delivery partner for the federally funded Digital Solutions program. Forty-two small businesses attended the workshops.
- Supplier Briefings: Council delivered two fully subscribed events designed to enhance local business engagement with Council's procurement opportunities. The 2024 briefing incorporated an Open Innovation Forum where 80+ businesses collaborated to propose

solutions to three Council-identified challenges, fostering a #TeamMoretonBay approach to innovation. The 2025 briefing attracted over 300 attendees and featured presentations from Council, Queensland Government, and Unitywater, providing updates on major projects and sustainability initiatives.

- **Manufacturers of Excellence and networking events:** Council delivered three strategic manufacturing initiatives that supported over 140 participants through targeted networking, expert-led workshops, and national industry exposure. These activities fostered collaboration and innovation, with outcomes including robotics and mechatronics engagement, SME-focused insights into Industry 4.0 and cybersecurity, and direct support for six local manufacturers to showcase best practices and build connections at Australian Manufacturing Week alongside 15,000 attendees and 400 exhibitors in Melbourne.
- **Grant Booster Program:** Council partnered with Grant Guru to deliver a free Introduction to Grant Writing Course. The online program received 87 registrations from May 2024 to 30 June 2025. Thirteen participants have completed the course. Council is also providing access for 10 intensive workshop programs to be offered to business and chamber groups to support their Economic Development grant applications.
- **Grant writing support:** Council partnered with Ernst & Young to deliver a grant writing workshop tailored for manufacturers, which equipped six Moreton Bay businesses with practical tools and insights to strengthen their applications, particularly for the Made in Queensland grants.
- **Youth pathways:** The Create Your Future Job program targets disadvantaged youth to equip them with the skills and resources to create their own entrepreneurial opportunity. Delivered by specialist entrepreneurship educators in partnership with local schools and youth support organisations, thirty-four participants graduated, with 52% starting an income generating micro business or finding employment during the program.
- **Circular economy:** Council's ongoing partnership with [ASPIRE](#), a circular economy and waste exchange program, has onboarded 282 City of Moreton Bay businesses (by 30 June 2025). In FY24-25, \$565,800 in revenue and savings from listed waste products have been accessed across the supply chain, with over 177.73 tonnes of waste diverted from landfill and 148.98 tonnes of embodied carbon savings. Local businesses are supported with tailored outreach programs.
- **Businesswomen in leadership:** Two networking events targeting executive women and business owners across the City of Moreton Bay attracted more than 90 leaders to network and share experiences and challenges as women in business.
- **Chamber of Commerce meetings:** Council officers attend and often present at numerous Chambers of Commerce breakfast meetings throughout the year. Presentations often focus on small business support initiatives and current program offerings.

#### Indigenous business support:

- **Indigenous business sector review:** Council engaged a First Nations consultant to research the Indigenous Business community across City of Moreton Bay to better understand local

business needs, challenges and values. Results will inform future programming, including authentic and targeted support where required.

- Our City's Economic Strategy and Action Plan update: the City's Economic Strategy has been updated to include commitments to Indigenous business support; this completes a key action in Council's Reconciliation Action Plan (RAP): Investigate opportunities to incorporate Aboriginal and/or Torres Strait Islander focused actions in the Economic Strategy, including those focused on education and training. The strategy acknowledges the need for Indigenous advancement and will support Indigenous procurement, employment and economic prosperity through a true model of meaningful consultation and engagement underpinned by self-determination and community led values. The Economic Strategy Action Plan commits to developing and implementing RAP initiatives that support local Aboriginal and Torres Strait Islander businesses and employment opportunities, which is measured by increases in the number of local Indigenous businesses supported.

City of Moreton Bay Economic Development Grants funded programs:

- Food and Agribusiness Network (FAN) engaged Regionality to deliver a Moreton Bay Farm Trail Host training program. The two x 1-hour online sessions and one day workshop for 17 participants from 13 farms enabled them to be farm host ready for the Farm Trail that resulted in 828 farm visitors.
- Greater Caboolture Chamber of Commerce delivered a Retail Doctor workshop to present current research and opportunities on retail trends to 28 businesses.
- The Hills and District Chamber and the Greater Caboolture Chamber of Commerce each received grants to migrate and install Wave CRM, a combined membership and event management software to enable streamlining and governance of their membership and business support events.

## Promote and showcase small businesses

| Commitments  | Performance self-assessment |                          |                          |                                     |
|--|-----------------------------|--------------------------|--------------------------|-------------------------------------|
|  | ● Not yet                   | ● In progress            | ● Achieved               | ● Very well achieved                |
| a) Encourage and promote small business engagement via marketing and communication channels (e.g., engaging with local small businesses, collaborating with local chambers of commerce, industry groups etc.). | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| b) Create awareness by promoting the Small Business Friendly Councils (SBFC) program (e.g., using the SBFC identifier online, in marketing collateral and in communication materials).                         | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| c) Sharing successes, ideas and learnings with other Small Business Friendly Councils and other stakeholders.  | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| d) Allow the Queensland Small Business Commissioner to promote our Small Business Friendly Council activities and achievements.  | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

### Summary of key activities and achievements in relation to this element:

- Annual report and showcase: City of Moreton Bay has been a member of the Queensland Small Business Commissioner's Small Business Friendly program since 2021 and produced Council's Annual Small Business Friendly report and showcases on time. The recent submission included two significant achievements as showcases, one for the Small Business Grant Booster program and the other for improvements and achievements with the grants program.
- Summary of Chamber and business group engagement: Council supported and collaborated with local business chambers, small businesses, industry groups and government agents across many of the 81 events delivered in 2024-2025. The Council-hosted business capacity workshops, locally led recovery events and stakeholder engagements included valuable platforms for sharing updates, discussing challenges and opportunities. They also included dedicated time for business shoutouts or short pitches, helping raise the profile of local businesses and fostering stronger connections across the Moreton Bay business community.
- Moreton Bay Business and Innovation Awards: The City's 2024 (annual) [business excellence award program](#) achieved a record 172 nominations, with a panel of 26 distinguished volunteer judges overseeing the process. All nominees were invited to a special networking event to reveal the 70 finalists, resulting in 170 attendees. The Gala awards night attracted almost 500 guests where winners were announced across 15 categories.
- Chamber of Commerce support: Local Business Support Officers worked closely with Bribie Chamber of Commerce to help rejuvenate its membership. Council supported a workshop at the Bribie RSL to engage more of the business community with 50 guests attending. Twenty-eight people attended a follow up event to deliver the outcomes and start planning a way forward.



- Council launched a new improved [Business Owner Toolkit](#) on Council's website along with a newly developed brochure to highlight the support available to small businesses. The brochure highlighted content from the toolkit page, [#TeamMoretonBay](#), [Moreton Business Connect](#) and Council's commitment to the Small Business Friendly Council program. Council used images of three local small businesses across the website and printed materials, and refrained from using stock images.
- InnovatHer finalist announcement: Council supported the InnovatHer competition organised by [BPW Moreton Bay](#). This event invites women-owned businesses and professional women in City of Moreton Bay to compete for support to accelerate their business growth. Seventeen local businesswomen entered, and finalists gathered in front of a judging panel at the BPW Moreton Bay Expo on 24 May 2025.
- Collaborate Moreton Bay's Future Proof Your Business event: Council sponsored a signature Small Business Month event where all seven local Chambers of Commerce, BPW Moreton Bay and Food and Agribusiness Network came together under one 'Collaborate Moreton Bay' banner to host Future Proofing Your Business. The event attracted 137 local businesspeople, 20 exhibitors and featured the Queensland Small Business Commissioner as MC, as well as keynote speaker and entrepreneur Janine Allis.
- Surveying activity at BPW Moreton Bay Business Expo: Council officers conducted short surveys with two engagement options at the BPW Moreton Bay's annual expo to help inform future programs and initiatives. One was an interactive spot survey and the other an online in-depth survey via QR code. The officers engaged with over 70 business owners, connecting them with other exhibitors as well as sharing details about Council's programs.
- New business support: City of Moreton Bay welcomed Jungle Adventure Play's flagship \$20 million indoor children's play centre at North Lakes with a showcase of the process of establishing a new business and the benefits of doing business in our City. The new venue marked a significant investment in the city's family-friendly recreation sector. *"We identified Moreton Bay as a major growth region by a business-friendly Council and chose the North Lakes location due to its strong family demographic, which aligned with our company's core values,"* owner Lachlan said. The case study provided an authentic opportunity to promote a new business providing a significant new workforce and economic value. It also highlights the City of Moreton Bay as a place of choice for business. The case study can be viewed on Council's [Invest Moreton website](#).

## Develop and promote place-based programs for small business

| Commitments   | Performance self-assessment |                          |                          |                                     |
|---|-----------------------------|--------------------------|--------------------------|-------------------------------------|
|   | ● Not yet                   | ● In progress            | ● Achieved               | ● Very well achieved                |
| a) Identify, develop, promote and deliver at least two existing or new place-based programs to support businesses to start, grow and become more resilient. | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

### Summary of key activities and achievements in relation to this element:

- Results of the three-year study (2022-2024) into City of Moreton Bay's reputation as a place to do business were finalised in June by UniSC and published on its [Research Portal](#). The study concluded that since the release of Our City's Economic Strategy, City of Moreton Bay has achieved a stronger internal identity and an improved external image as a competitive business destination. The study has been extended for a further two years to ensure continued insights.
- Permits for businesses to use public land: Council continued to operate the [Moreton Bay Pop Ups](#) program across 23 pre-approved precincts, resulting in 44 approvals, 749 bookings and 1,832 trading days – demonstrating strong uptake and support for flexible small business activation that allows food truck businesses and park activities for vendors.
- Tourism events: With a focus on dispersal across more than 2045sq kilometres, 36 Council sponsored or funded tourism events stimulated an additional 248,508 visitor nights and \$77.9 million in economic activity including media benefits.
- State of the City industry lunch: Council hosted a signature event targeting C-Suite stakeholders as part of the Moreton Bay Food and Wine Festival to showcase the City's identity and credentials. The successful event brought together 120 key industry leaders, business owners, government stakeholders and collaborators to highlight the city's evolving identity, growth performance and future investment opportunities.
- Supporting Chambers of Commerce create place-based approaches: Council supports the needs of business and chamber groups to lead their own place-based solutions for their members through economic grants to eligible not for profit organisations. Our City's Economic Development Grants program (February 2025) provided \$19,827 to business groups/recipients for three projects.
- Harvest to Hospitality: Council partnered with the Food and Agribusiness Network to deliver a showcase and networking event that highlighted the City's hinterland producers. With 28 producers and 148 attendees the event strengthened connection to regional food and introduced opportunities for collaboration by engaging with the Business Boost Initiative's participants including both the Master Your Food Business and Beyond the Farm Gate programs. The event provided connection for supply chain engagement to enhance regional food procurement.
- Engaging with the market for best use of public land: Council offered two major development tenders – one for the delivery of a hotel, the other for an agritourism attraction in City of Moreton Bay. The locations have been selected to promote place and

belonging in those areas, stimulating visitation and small business growth in the surrounding locality. Outcomes expected end 2025.

- **Coffee With A Cop – Caboolture CBD precinct:** Council supported the local Moreton District Crime Prevention Unit (QPS) for a series of four ‘Coffee with a Cop’ sessions to create connections with and support for local small businesses. QPS engaged with 124 local businesses. More than 60 people attended the first session on 17 June 2025, mostly from local businesses across Caboolture, where connection to business support was offered. The sessions added value to the local business owners through direct connection to their local QPS Officers to learn the methods and steps they can take to support crime prevention efforts, ultimately increasing their confidence in doing business.
- **Creating new place-based opportunities:** Council is out to the market on a range of hospitality opportunities at the newly designed Suttons Beach Public Space precinct offering three key food and beverage tenancies. Together, these outlets will provide a variety of dining options that are perfectly suited to the beachfront location, ensuring both immediate appeal and long-term success. The place-based goal for Suttons Beach Pavilion is to create a vibrant, accessible hospitality destination that caters to locals and visitors, in line with contemporary standards. This precinct will serve as a lively hub on the foreshore, drawing in its own customer base while also serving the many beachgoers and foreshore users throughout the year. Council has engaged with local business owners and businesses through the tender process and has also broadened the invitation to attract new business to City of Moreton Bay.
- **Vibrant market precinct developments:** The weekly Sunday outdoor Redcliffe Markets are a reputable place-based activity that attracts tourists and locals to enjoy the natural appeal of the beachfront and jetty location. Additionally, it provides an economic drawcard for the surrounding local business that operate across the 700-metre event stretch. Council went to market to procure a three-year contract for the place-based activity which was awarded in July 2025. The place-based activity offers a pop-up place for micro business owners to promote and sell their goods, along with the economic benefit to the bricks and mortar businesses through the increase of visitors to the area (estimated 5,000 – 10,000 visitors per event).

## Simplify administration and regulation for small business (red tape reduction)

| Commitments |   | Performance self-assessment |                          |                                     |                          |
|-------------|---|-----------------------------|--------------------------|-------------------------------------|--------------------------|
|             |   | ● Not yet                   | ● In progress            | ● Achieved                          | ● Very well achieved     |
| a)          | Limit unnecessary administration and take steps to ensure continuous business improvement.  | <input type="checkbox"/>    | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| b)          | Make it easier for small businesses to comply with administrative and/or regulatory requirements.   | <input type="checkbox"/>    | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| c)          | Administer requirements in a consistent manner in collaboration with key stakeholders.  | <input type="checkbox"/>    | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| d)          | Regularly review and streamline administrative and/or regulatory arrangements to reduce red tape. (e.g., digitisation projects, process improvement). | <input type="checkbox"/>    | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| e)          | Maintain a simple, timely and cost-effective internal review and complaints management system. (e.g., actioning feedback, reviewing practices).       | <input type="checkbox"/>    | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

### Summary of key activities and achievements in relation to this element:

- Council made a submission to the new Queensland government's red-tape reduction taskforce.
- Council has a Local Preference Operational Directive outlining the local preference weighting for tenders and requests for quotations that enables Council team members to evaluate the supply of goods and services within a framework that maximises local business opportunities. During 2024/2025 Council exceeded the local procurement targets of 40% with a 42% local spend.
- Procurement capability support: Council delivered two fully subscribed events designed to enhance local business engagement with Council's procurement opportunities. The 2024 briefing incorporated an Open Innovation Forum where 80+ businesses collaborated to propose solutions to three Council-identified challenges, fostering a #TeamMoretonBay approach to innovation. The 2025 briefing attracted over 300 attendees and featured presentations from Council, Queensland Government, and Unitywater, providing updates on major projects and sustainability initiatives.
- Advocacy: Following a call for information by Business Chamber Queensland (BCQ) for advocacy to the state government, Council provided comprehensive feedback on examples of small business red tape reduction barriers and opportunities for improvements to procurement processes, reducing regulatory burden and legislative complexity, improvement to payment terms and more effective support mechanisms, including mental health, to help businesses survive and thrive.
- Knowledge, skills and capacity building for small businesses: The Council-delivered Master Your Food Business program provided small businesses with the tools to navigate various administration and regulatory requirements, such as engaging HR/IR specialists to provide

support and guidelines on the ever-changing updates to requirements for business owners and their employees. Participants highly valued the additional sessions that focused on these red tape areas.

- **Financial compliance:** Council actively supports small businesses through its partnership with UniSC's SME Tax Clinics initiative, aimed at reducing red tape via targeted promotion, educational workshops, and research into tax behaviours. To date, nine financially and socially vulnerable business owners (primarily sole traders) have received free, accessible tax support to address overdue returns, ATO debt, and financial hardship. Additionally, Council supported UniSC's Tax Essentials for Startups workshop at Petrie campus, attended by 12 participants, all of whom reported increased confidence and gave the session a 5-star satisfaction rating.
- **Permits:** Council's Public Space Permit team continues to drive best practice and is a one stop shop for small businesses to access public land for commercial use providing significant benefit to operators.

## Ensure fair procurement and prompt payment terms for small businesses

| Commitments |  | Performance self-assessment |                          |                                     |                                     |
|-------------|--|-----------------------------|--------------------------|-------------------------------------|-------------------------------------|
|             |  | ● Not yet                   | ● In progress            | ● Achieved                          | ● Very well achieved                |
| a)          | Implement a procurement policy that gives small businesses a 'fair go' to supply goods and services.                                     | <input type="checkbox"/>    | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| b)          | Help small businesses find local procurement opportunities and make tendering quick and easy.  | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| c)          | Pay all valid invoices from small business suppliers within a stated reasonable period (e.g., 20 calendar days from receipt of invoice). | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |

### Summary of key activities and achievements in relation to this element:

- Local business procurement is on the rise: Due to internal engagement strategies, Council's annual spend with local businesses has increased to 42% in 2024-25, up on the previous year. Council has exceeded its target of 40% for local procurement spend and continues to proactively support local business and industry through its Procurement Policy and Local Preference Operational Directive, maximising procurement opportunity to grow and generate employment opportunities within City of Moreton Bay.
- Payment terms: Council responds effectively to the needs of small business over payment terms. Payments occur in the next payment run after receipt of invoice. Provided there is no hold up in the validation process, payments typically occur within seven business days. Council offers two payment runs per week to assist with this policy.
- Open innovation: Council's implemented its first step towards open innovation, also known as collaborative procurement, at the Supplier Briefing with the aim to disrupt traditional procurement processes and unearth more innovative solutions to some of Council's more 'wicked challenges'. More than 80 businesses responded to the call for local knowledge to solve three specific challenges. The facilitated workshop created meaningful engagement between Council officers and the business community, while ongoing engagement with providers continues.
- Capital works tendering support: Council staff from multiple departments continued to assist interested local businesses refine their offering through a workshop format following the open innovation session at the Supplier Briefing. The focus was on providing Council with an accessible gate solution for an all-abilities playground (a combined technology and hardware challenge). The workshop continued to refine elements of the challenge with potential solutions with multiple collaborative partners. This is now progressing to prototype opportunities.

## Support small business resilience and recovery

| Commitments  | Performance self-assessment |                          |                                     |                                     |
|--|-----------------------------|--------------------------|-------------------------------------|-------------------------------------|
|  | ● Not yet                   | ● In progress            | ● Achieved                          | ● Very well achieved                |
| a) With support from statewide partners, deliver short, medium, and long-term activities to support small business recovery and resilience following significant business disruption and disasters.          | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| b) Implement policies and practices for managing business disruption (e.g., supporting and working with small businesses to minimise disruption during capital works projects, transformational change etc). | <input type="checkbox"/>    | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |

### Summary of key activities and achievements in relation to this element:

- Moreton Money Program: The locally led Economic Recovery grant (administered by the Queensland Government) funded Phase 2 of the Moreton Money project delivered in 2024, with the final acquittal report submitted in February 2025. The Moreton Money initiative (a local spend card to support buy local objectives) was boosted by key events and marketing, resulting in increased local spending that created visibility for local businesses.

#### Key program highlights:

- 385 local businesses registered for the program
- business groups received 148 new leads
- 13 key events drew 56,454 attendees showcasing 472 businesses
- \$1.18M in event revenue, generating \$2.13M in economic benefit
- events received an overall 90% attendee satisfaction
- 16 additional promotional stands were hosted
- 6 business groups promoted the initiative, with 8,720 business interactions
- marketing reached 616K+ social media users
- 1,558 local businesses were mentioned
- 58 businesses featured in videos.

The Moreton Money program has been handed back to the chamber and business groups to maintain and manage, to ensure it retains its relevancy and continues to be used within the community and with businesses.

### Ex Tropical Cyclone Alfred related activities (warnings and impact date range is 3-11 March 2025)

- Communications: A detailed email was sent to 30,875 local businesses to provide essential updates to prepare for the cyclone, including resources for businesses with links to Council's [Disaster Proof Your Business guide](#) that provides a range of useful emergency contacts. 11,394 business contacts engaged with the communications (37%). A targeted group message was then sent to 59 key stakeholders, e.g. Chambers of Commerce and industry groups, followed by personalised conversations. As a result, more than a dozen key stakeholders attended an Economic Strategy stakeholder update (via Teams meeting) held the following week. Throughout these engagements, information on recovery assistance, grants, continuity planning, and 'open for business' messaging was delivered through

strategic communications and signage, ensuring timely support and visibility for affected business precincts.

- Disaster preparedness topic at Chamber meeting: On 4 March Council participated in a Redcliffe Peninsula Chamber Breakfast Panel event for 25 business owners with local state government representatives on the topic of *Thriving Together – How government resources can drive business success*. However, the topic changed to Disaster Preparedness due to the impending cyclone warnings. Additionally, visits to businesses along Redcliffe Parade provided resources and discussed their preparations for the impending weather event.
- Economic Recovery Sub-Group (Ex-Tropical Cyclone Alfred): Council activated the Economic Recovery Sub-Group to implement a 15-point plan in response to forecasted severe weather impacts. The sub-group provided coordinated cross-departmental support and ongoing engagement with stakeholders and chambers to assist affected businesses with recovery and resilience efforts.
- Economic recovery actions: The Economic Recovery subgroup undertook rapid and coordinated action to support local businesses in the immediate aftermath of Ex-Tropical Cyclone Alfred. A high-level impact assessment was completed within 72 hours, including data analysis from Council's Economic Intelligence team and power outage mapping to identify at risk business clusters, estimating daily economic losses from power outages at \$24 million.
- Pivoting during disaster: The Economic Development grant deadline was extended to support businesses affected by Ex-Tropical Cyclone Alfred. A supplementary resource kit was provided to help chambers and industry groups develop grant applications, offering examples on business continuity, risk mitigation, financial resilience, digital security, and more.
- Longer term economic recovery: In the three months following Ex-Tropical Cyclone Alfred, the Economic Sub-Group worked with various agencies to determine impacts to businesses and supports needed. A survey by the Department of Trade, Employment and Training revealed 85% of businesses experienced financial disruption, with nearly half ceasing operations temporarily. A fact sheet and support documents were developed and distributed to internal and limited external stakeholders to guide future planning and enhance awareness of available assistance programs.
- Post-cyclone Buy Local campaign: Installation of City-wide campaign signage encouraged the community to support the recovery of local businesses after the impacts of Ex-Tropical Cyclone Alfred. 'Shop local, choose Moreton Bay: Support local business' banners were displayed in 14 key locations throughout May, including Bribie Island, Ningi, Redcliffe, Narangba, Deception Bay, Caboolture, Centenary Lakes, Deception Bay, Petrie, Samford, Woodford, Bray Park, Mango Hill and Joyner.



## Measure and report on our performance

| Commitments |  | Performance self-assessment |                          |                                     |                                     |
|-------------|--|-----------------------------|--------------------------|-------------------------------------|-------------------------------------|
|             |  | ● Not yet                   | ● In progress            | ● Achieved                          | ● Very well achieved                |
| a)          | Seek regular feedback from small businesses to help drive continuous business improvement (e.g., surveys, engagements, councillor walks etc.). | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| b)          | Monitor our performance against this charter and ensure we are meeting our commitments.  | <input type="checkbox"/>    | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| c)          | Publish a report about our performance in relation to this charter once every financial year.  | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| d)          | Complete the SBF Accelerator Pack within 6 months of signing the charter. (for new members).   | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |

Summary of key activities and achievements in relation to this element:

- Council provided 4,290 service engagements to 2,134 local businesses and emerging entrepreneurs through 81 group events and 1,584 one-on-one service activities, supporting the delivery of Our City's Economic Strategy and associated Industry Plans. Each of these services and engagements provide opportunity for business feedback and improvement support.
- Council completed satisfaction surveys connected to 13 service events attended by 394 customers - 47% of attendees completed the customer surveys. The results reflected an average satisfaction rating of 92% while 96% of respondents confirmed they took away at least one business benefit from the service activity. As a result, the achievements in financial year 2024/25 were an average satisfaction rating of 93.4% and a 94.9% average confirmation of at least one benefit.
- On 27 May 2025, Council proudly reaffirmed its commitment to small business by re-signing the Small Business Friendly Commitment under the Queensland Small Business Commissioner's revised framework.
- Our City's Economic Development Strategy stakeholders were provided with a platform to share, inform and provide their assistance to communicate and promote their programs, events and initiatives for local businesses through a combination of digital and face-to-face meetings and regular electronic communications. Five online and two face-to-face meetings attracted 142 attendees and had an average satisfaction rating of 94%.
- The 12 editions of the Moreton Business Connect e-newsletters each provide opportunity for businesses to contact Council at [economic@moretonbay.qld.gov.au](mailto:economic@moretonbay.qld.gov.au) with feedback or recommendations. The e-newsletters have an open rate of 39.6% and a click through rate of 10.6%.
- Council initiated feedback on business issues through surveys in the development phase of the Business Boost - Master Your Food Business program. The surveys provided intelligence on the key pain points for businesses across subjects such as cash flow, rising operational cost, costs of goods management, marketing challenges, technological

adaption, taxation and staffing shortages. Seeking small business feedback was instrumental in developing the program delivery. Surveys identified 82.3% were impacted by staffing costs and HR issues, whilst 64.7% were facing challenges in cost of goods, supplies and services and 52.9% struggled with electricity costs.

- Council presented the following 2023-2024 reports as well as the Economic Development Strategy report card that reports on delivered actions:
  - Council's [Annual Report 2023-2024 Full version](#) and [Our progressive economy \(PDF, 1MB\)](#) published October 2024.
  - Economic Development [2023-2024 Economic Strategy report card](#) published in January 2025.
  - Additionally, quarterly Operational Plan performance reports cover our progressive economy:
    - ◆ [Quarter 3 Operational Plan performance report 2024-25\(PDF, 1MB\)](#)
    - ◆ [Quarter 2 Operational Plan performance report 2024-25\(PDF, 1MB\)](#)
    - ◆ [Quarter 1 Operational Plan performance report 2024-25\(PDF, 1MB\)](#)
  - Council accepted and published our City's [Major Events Outcomes for FY2023-2024 report](#) which outlines results on 29 major events supported through the Major Events Sponsorship program resulting in 75,938 visitor nights and \$20.7 million in local spending.
- Council published industry plans to support the delivery of [Our City's Economic Strategy 2020-2041](#). These plans sit within Council's Strategy framework to set clear actions and targets for building capacity across the four priority industries, including two additional complementary plans to leverage business and international engagement ahead of Brisbane 2032.
  - [Advanced Manufacturing Industry Plan \(PDF, 2MB\)](#)
  - [Food Agribusiness Industry Plan \(PDF, 2MB\)](#)
  - [Knowledge, Innovation and Entrepreneurship Industry Plan \(PDF, 3MB\)](#)
  - [Tourism Opportunity Plan \(PDF, 2MB\)](#)
  - [Major Events Plan \(PDF, 4MB\)](#)
  - [Going Global International Engagement Plan 2024-2028 \(PDF, 3MB\)](#)
  - [Leveraging 2032 for Business Plan \(PDF, 8MB\)](#)

## Member requirements

| Requirements |   | Performance self-assessment             |   |   |  |
|--------------|---|---|---|---|--|
| 1.           | Authorised representative and proxy nominated and current.  | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/>             |   |  |
| 2.           | For new members - Submitted Accelerator Action Plan to the QSBC within 6 months of joining the program. | Yes <input type="checkbox"/>            | No <input type="checkbox"/>             | N/A <input checked="" type="checkbox"/> |  |
| 3.           | Actively participated in at least four Roundtable meetings in the previous FY.                          | 0 <input type="checkbox"/>              | 1-2 <input type="checkbox"/>            | 3-4 <input type="checkbox"/>            | >4 <input checked="" type="checkbox"/> |
| 4.           | Provided at least one Showcase submission to the QSBC in the previous FY.                               | 0 <input type="checkbox"/>              | 1-2 <input checked="" type="checkbox"/> | 3-4 <input type="checkbox"/>            | >4 <input type="checkbox"/>            |
| 5.           | Attended the Annual Conference in the previous FY (in-person or virtually).                             | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/>             |   |  |
| 6.           | Attended the SBF workshop in the previous FY (in-person or virtually).                                  | 0 <input type="checkbox"/>              | 1-2 <input type="checkbox"/>            | 3-4 <input checked="" type="checkbox"/> |  |
| 7.           | Submitted Annual Report to the QSBC by 30 September for the previous FY.                                | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/>             |   |  |

## Additional information

Attached – Business Owner Toolkit DL Brochure

Attached – Showcase submission: CITY OF MORETON BAY – Innovations Day

## Join the #TeamMoretonBay local movement

We want City of Moreton Bay to continue to grow as an economic destination of choice.

**#TeamMoretonBay** is a badge which represents the incredibly collaborative and supportive business ecosystem. You can show your support by:

- ✓ being vocal about local
- ✓ buying locally
- ✓ working together for a bigger, bolder, and brighter future

Use **#TeamMoretonBay** on your social media and follow **#TeamMoretonBay** on your social channels to support other local businesses.

Showcase  
your local  
spirit



## We know you're busy

**Subscribe to Moreton Business Connect** – your go to source of the latest business news, economic insights, event notifications, and upcoming opportunities in City of Moreton Bay. Subscribing to this free monthly newsletter keeps you connected with the tools and opportunities to enhance your business.

## Stay connected



Subscribe here:

[Moreton Business Connect -  
City of Moreton Bay](#)

[moretonbay.qld.gov.au](http://moretonbay.qld.gov.au)



## What is your business owner toolkit?

City of Moreton Bay is Small Business Friendly – offering practical tools, resources, and expert support to help your business grow, innovate, and thrive.



**#TeamMoretonBay**



**City of Moreton Bay** is committed to supporting local small businesses. With over 32,500 businesses in our city, we are committed to connecting you with the services you need. Your business toolkit will offer:

- ✓ Resources and training
- ✓ Business workshops and networking
- ✓ Tax time help and coaching
- ✓ Business resilience tools

Whether you're just starting out or scaling up – we're here to help.



You can access your business owner toolkit by scanning the QR code or by searching [moretonbay.link/business-owner-toolkit](https://moretonbay.link/business-owner-toolkit)

## What's covered in your business owner toolkit?

### Starting your business

- Business planning course
- Support from Business Queensland
- Self employment program
- Tax time toolkits
- Worksafe guides

### Growing your business

- Moreton Money program
- Mentoring for growth
- Initiatives and workshops
- Hiring and workplace safety

### Doing Business with Council

- Local preference policy
- Understanding Council procurement
- Vendor registration

### Building business resilience

- Disaster preparedness and recovery
- Business continuity
- Cyber security
- Mental health wellness
- Sustainability

### Financial support and grants

- Financial counselling
- Business grants
- Grant writing

### Networking, startup, innovation, and data

- Newsletters and what's on
- Business groups
- Industry connections
- Economic data and statistics

### Permits, regulations, and compliance

- Queensland launch pad
- Navigating Council permits
- Starting a food business
- Planning an event and screening tool

### Tourism and events

- Event planning
- Best practice guides for events
- Tourism connections
- Tourism in Moreton Bay

## Contact our team

Contact City of Moreton Bay's Economic Development team for personalised help and to book a consultation with one of our Local Business Support Officers.

Contact at [economic@moretonbay.qld.gov.au](mailto:economic@moretonbay.qld.gov.au) or call 07 3094 3647



# SBF Program Showcase

## City of Moreton Bay - Innovations Day



*Innovations Day showcase event held at Kallangur, City of Moreton Bay*

## Showcase snapshot

- City of Moreton Bay's Innovations Day connects local business innovators with potential customers through a showcase event. Selected businesses deliver a short pitch to a tailored audience of large government and industry followed by networking activities.
- A significant focus of the event design is curating attendees. Research and careful consideration ensure key stakeholders, influencers and senior Council managers from different departments, in alignment with Council's local preference procurement policies are invited to participate and attend.
- The day results in meaningful conversations, valuable connections and shared learning among the 100+ participants. Plus, new contract and supply opportunities directly attributed to the positive exposure created at the event.

# Introduction

Unearthing and showcasing local innovative businesses to a room full of potential customers was the objective of City of Moreton Bay's Innovations Day, delivered under Council's Innovate Moreton Bay program.

Drawing on extensive networks and partnerships, a call to action was circulated to potential businesses to invited them to participate in the program.

Fifteen (15) high quality local businesses were selected following an overwhelming response to the EOI. A bespoke program was then designed to include pitch coaching and customised support in the lead up to the event. Personalised invitations were circulated to a curated list of key stakeholders and influencers across government, industry and business who could be likely future customers of the products and services.

The successful event included five-minute pitches by each business to the 100+ attendees. Scheduled breaks provided a dynamic platform for networking, knowledge exchange, and showcasing local capability.

The showcase event also facilitated new connections, sparked collaborative opportunities, and opened pathways for potential investment and job creation within the City of Moreton Bay.

Feedback from participants underscored the event's tangible value. Many reported the benefits of gaining new insights, forming fresh contacts (including new procurement leads) and reconnecting with existing networks. There was a strong appetite for post-event engagement and activities to further nurture relationships and translate them into long-term outcomes.

# Outcomes

The objective of the initiative was to showcase local capability within the local government area and then to accelerate innovation and opportunities by fostering purposeful connections between local businesses - ranging from startups through to established enterprises - with key decision makers across the public and private sectors.

The event also served as a platform for Council to identify and spotlight local talent and future procurement opportunities including participation in initiatives aimed at strengthening the City of Moreton Bay's innovation ecosystem:

- **15 businesses** were showcased to **100+ attendees**.
- The audience was a specifically curated list of **key decision makers**.

Engagement and feedback from the event were extremely positive. Almost 50% of attendees completed the post-event survey, with a significant number reporting new connections and valuable contacts. In addition, 99% of respondents found the event relevant, informative, and worthwhile.



# Insights

## Pre-event

The Expression of Interest (EOI) campaign raised awareness of available programs and support from Council for startups, micro-businesses and SMEs. This enhanced Council's reputation as a key contributor to the development of a thriving innovation ecosystem across the City.

## Post-event

Survey insights revealed increased awareness of local business talent and expertise, establishment of valuable new contacts, and useful information gained by all respondents.

Longer term tracking of commissioned supply and/or contracts as a result of the event is ongoing. However, increased evidence reflects the significant commercial impact of the event in addition to the positive showcasing of participating local businesses.

# Further information

Event showcase online information: [Innovations Day - Innovate Moreton Bay](#)

To learn more about this showcase, please contact:

Organisation: City of Moreton Bay  
Website: [www.moretonbay.qld.gov.au](http://www.moretonbay.qld.gov.au)  
Full name: Annie Lawrence  
Position: Head of Industry Advancement Economic Development  
Phone: [REDACTED]  
Email: [REDACTED]

For more information about the Small Business Friendly Program visit [qsbq.qld.gov.au](http://qsbq.qld.gov.au)