



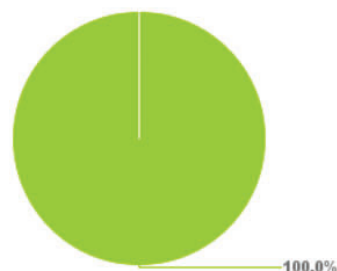
Operational Plan 2020 - 2021

January to March 2021



Vision Outcome – Quarter Summary

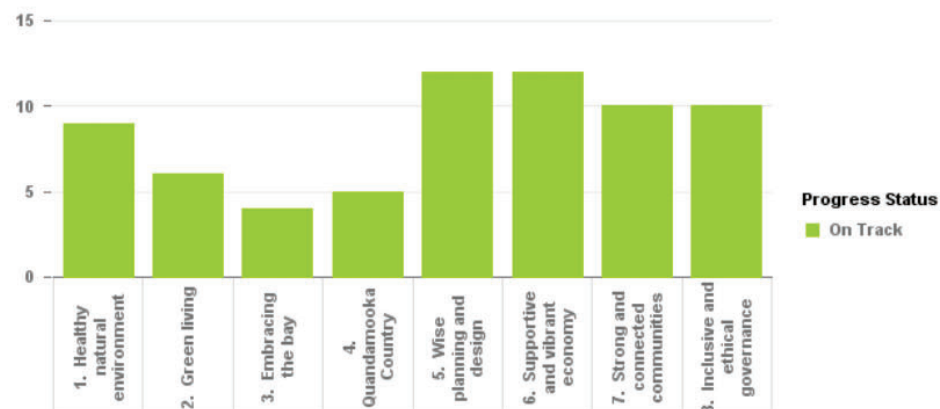
Vision Outcome	On Track	Total
1 Healthy natural environment	9	9
2 Green living	6	6
3 Embracing the bay	4	4
4 Quandamooka Country	5	5
5 Wise planning and design	12	12
6 Supportive and vibrant economy	12	12
7 Strong and connected communities	10	10
8 Inclusive and ethical governance	10	10
Total	68	68



Progress Status

■ On Track

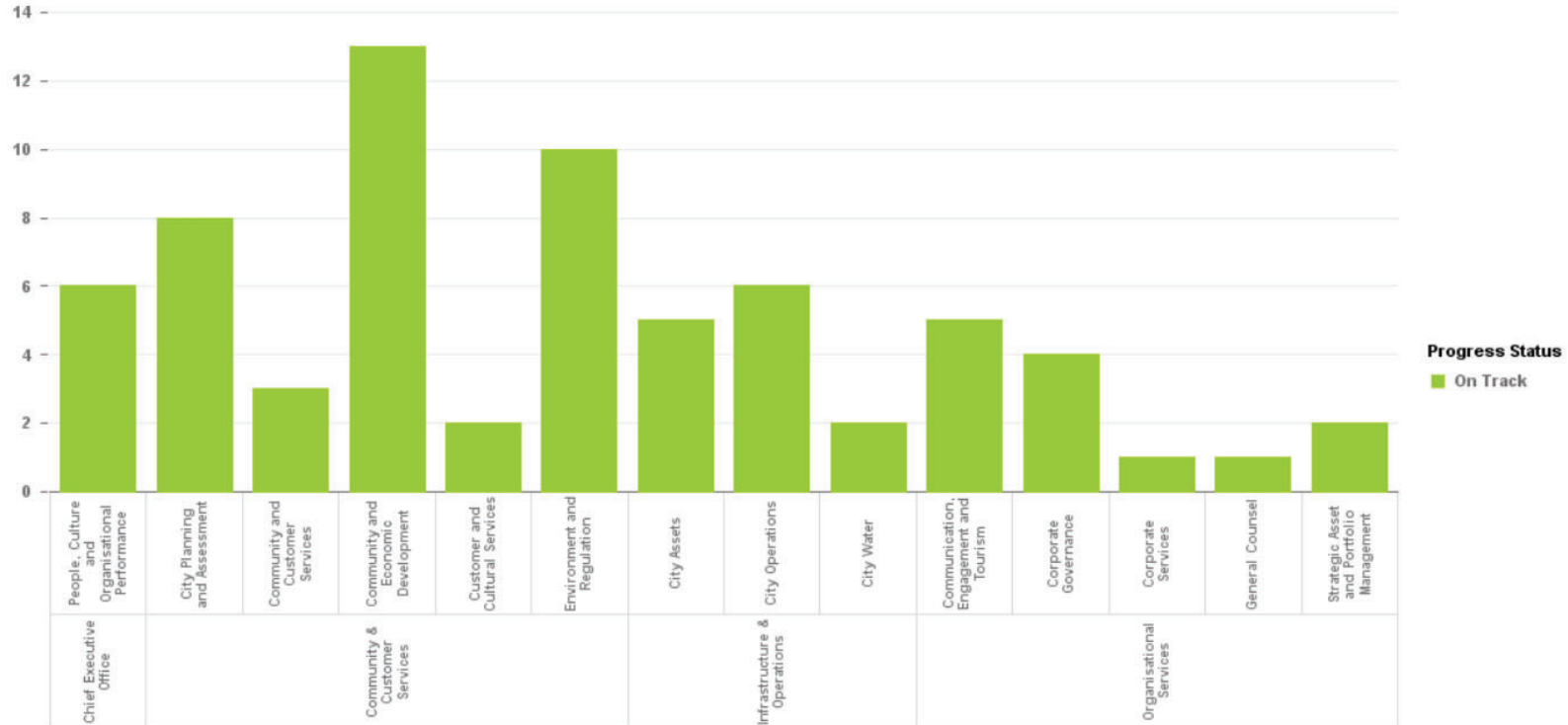
- On Track** The significant activity is progressing on time and on budget and is on track for delivery.
- Monitor** There are issues with timeframes and/or budget but it is still expected that with close monitoring the significant activity will be delivered.
- Complete** The significant activity has been delivered.
- Concern** There are significant delays or budget issues and it is unlikely that the significant activity will be delivered.
- Cancelled** The significant activity has been cancelled.



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Organisational Performance – Quarter Summary

Department	On Track	Total
Chief Executive Office	6	6
Community & Customer Services	36	36
Infrastructure & Operations	13	13
Organisational Services	13	13
Total	68	68

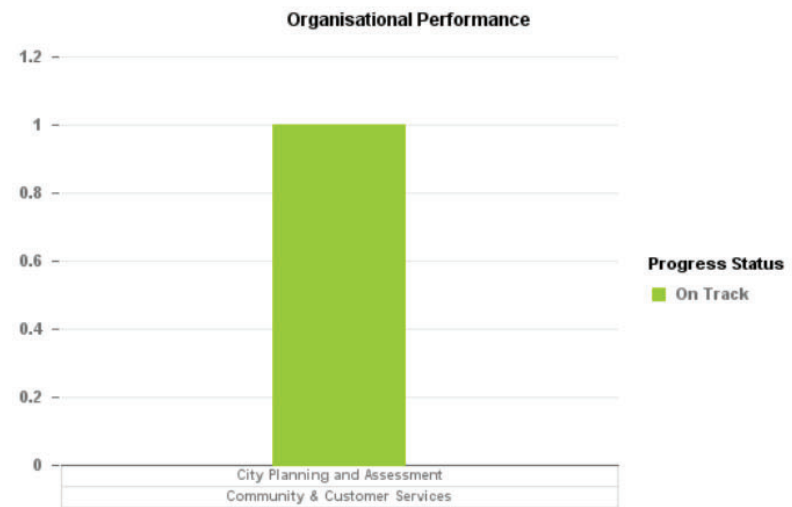
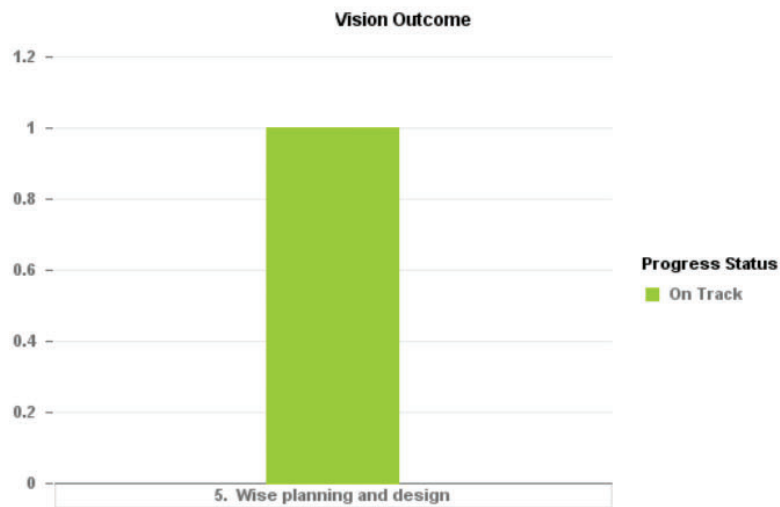


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Carried Forward – Quarter Summary

Activities from Operational Plan 2019-2020

Vision Outcome	On Track	Total
5 Wise planning and design	1	1
Total	1	1



On Track	The significant activity is progressing on time and on budget and is on track for delivery
Monitor	There are issues with timeframes and/or budget but it is still expected that with close monitoring the significant activity will be delivered.
Complete	The significant activity has been delivered.
Concern	There are significant delays or budget issues and it is unlikely that the significant activity will be delivered
Cancelled	The significant activity has been cancelled.

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1. Healthy natural environment

2023 Strategic Outcomes

1.1 Redland's natural assets including flora, fauna, habitats, biodiversity, ecosystems and waterways are managed, maintained and monitored.

1.2 Threatened species are maintained and protected, including the vulnerable koala species.

1.3 Community and private landholder stewardship of natural assets increases.

1.4 Visitors experience our natural assets through high standard facilities, trails, interpretation and low impact commercial ventures.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Plan and progress a program to improve conservation management and protect natural assets.	1.1.1	Infrastructure & Operations	On Track	Council's conservation management improvement program incorporates weed management, re-vegetation works and fire management activities across Redlands Coast. Weed management was undertaken in over 320 sites with 3,140 plants being planted within conservation reserves. This included 695 at the South Street Depot, Cleveland, 360 at Thornlands Road, Thornlands and 866 at Pinelands Circuit, Redland Bay. Proactive planning occurred for the upcoming planned burn program with 36 burns currently proposed across the mainland, North Stradbroke Island and Southern Moreton Bay Islands. Scheduled proactive slashing of 830 fuel reduction zones and 319 blocks was undertaken which equated to 8,821 hectares during quarter three.
Provide clear guidelines on how Redland City Council will meet its biosecurity obligations, inform the Redlands Coast community and manage invasive plants, pest fish and pest animals under the Redlands Coast Biosecurity Plan 2018-2023.	1.1.2	Community & Customer Services	On Track	<p>A total of 583 properties were inspected during the reporting period, with 35 advisory notices issued to properties in relation to pest weeds. Upper Tingalpa Creek catchment has been a focus during the quarter, particularly targeting the Dutchmans Pipe plant species, a threat to the vulnerable Richmond Birdwing butterfly.</p> <p>Digital biosecurity training for Council officers is under development.</p> <p>Officers continued to participate in meetings and workshops with Biosecurity Queensland, Stradbroke Island Pest Management Group, Redlands Coast Biosecurity Working Group and the Local Government Association of Queensland.</p> <p>Education material was finalised for biosecurity awareness for an upcoming targeted community campaign.</p>
Geographically identify and provide priority actions for the management, enhancement and protection of core wildlife habitat and facilitate improved connection of wildlife corridors in alignment with the Wildlife Connections Plan 2018-2028.	1.1.3	Community & Customer Services	On Track	Council officers began analysis of the Environment Separate Charge to gain insights into more closely aligning environmental programs to manage, enhance and protect the core habitat and corridors identified in the Wildlife Connections Plan. The outcomes of this analysis will be used to determine the effectiveness of funding distribution and inform any changes.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Conduct erosion and sediment control regulation to minimise environmental impacts from approved development activities.	1.1.4	Community & Customer Services	On Track	<p>There were 42 requests received during the quarter for investigations into potential contaminate release and dust concerns. There were 11 sites raised for erosion and sediment control matters for proactive compliance inspections and monitoring. Ten of the city's larger development sites remain open for monitoring.</p> <p>Council officers undertook professional development attending the Erosion and Sediment Control Regulatory and Compliance Capacity Building workshop for Local and State Government.</p>
Continue to progress a program to plant one million native plants across Redlands Coast by 2026.	1.1.5	Infrastructure & Operations	On Track	<p>The One Million Plants Program aims to have planted one million plants by 2026. During quarter three, 3,140 plants were planted within 14 conservation reserves and locations including the South Street Depot, Cleveland, Thomlands Road, Thomlands and Pinelands Circuit, Redland Bay. So far in the 2020-2021 financial year the conservation team has planted 39,617 plants across the city. Since the beginning of the program 416,970 plants have been planted by Council operational teams and community Bushcare groups across the mainland and Southern Moreton Bay Islands.</p>
Implement management actions for a viable koala population and conserve and manage suitable habitat, in accordance with the Redland City Council Koala Conservation Action Plan 2016-2021.	1.2.1	Community & Customer Services	On Track	<p>Council officers continued to engage with Department of Environment and Science and other relevant local government areas regarding the State's South East Queensland Koala Conservation Strategy 2020-2025.</p> <p>Officers provided advice for the Wellington Street upgrade, Heinemann Road Mount Cotton Precinct, Birkdale Community Precinct, Macarthur Street and Alexandra Hills project.</p> <p>The annual four-month community koala awareness campaign (September-December) was completed in January 2021. Griffith University Social Marketing conducted a community co-design session to evaluate and inform on relevance of the campaign messaging after three years.</p> <p>The annual city-wide koala awareness survey was undertaken in March 2021. Evaluation of all koala programs included community feedback on an awareness campaign, sign project and social media performance.</p> <p>The launch of Phase 3 of Redlands Coast Koala Watch was delayed due to COVID-19 restrictions.</p> <p>A review of 2016-2021 Koala Conservation Strategy and Action Plan commenced.</p> <p>The University of Sunshine Coast (USC) koala research team monitored ambassador koalas in Ormiston, Birkdale, Thomlands, and selected properties in Mount Cotton. Regular monitoring reports were provided to the community via social media.</p> <p>A city-wide genetics survey (repeat of 2018) by USC detection dog team was completed during October 2020 to March 2021. Surveying of approximately 40 of the 250 city-wide sites was impacted due to COVID-19 and weather conditions.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Enhance community education, awareness and involvement in environmental and wildlife management	1.2.2	Community & Customer Services	On Track	<p>The annual city-wide koala awareness survey was undertaken in March 2021. Evaluation of all koala programs included community feedback on an awareness campaign, sign project and social media performance.</p> <p>A Coastal Raptors Citizen Science workshop was successfully facilitated, with 25 participants gaining skills and knowledge to contribute to the program.</p> <p>The installation of an eastern osprey nest pole at Sam Sciacca Oval, in preparation of nest relocation, was delayed due to wet weather.</p> <p>The Birdlife Powerful Owl workshop was successfully held with 20 new volunteers participating. This project is the largest citizen science project with 500 volunteers, including 80 in the Redlands Coast.</p> <p>Wildlife officers attended the quarterly South East Queensland Flying-fox working group with federal, state and local government representatives to discuss flying-fox movement, behaviour and management activities.</p> <p>Officers participated in the Glossy Black Cockatoo Conservancy meeting with Local Government Association of Queensland and Department of Environment and Science officers.</p> <p>Redlands Wildlife Care Network (8am-5pm) received 1,005 calls for assistance with Redlands Afterhours Wildlife Ambulance (5pm-8am) receiving 657 calls for assistance. The total for both services was 1,662.</p> <p>Wildlife officers conducted monthly flying-fox roost monitoring and undertook community engagement with residents at various roost sites. Work commenced to develop a Flying-Fox Roost Management Plan (including communication strategy).</p> <p>Redland City Council hosted the 25th Ibis Management Co-ordination Group meeting at the IndigiScapes Centre.</p> <p>The annual Coochie Curlew Count was held in February with 50 volunteers participating and 233 birds counted.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Achieve improved environmental outcomes through extension programs delivered in accordance with adopted environmental strategies and plans.	1.3.1	Community & Customer Services	On Track	<p>Environmental Partnership programs continued to focus on recruitment within/adjacent to strategically placed environmental corridors. Council conducted 104 property visits across the city, providing education on best practice environmental management. As a result 3,009 plants were planted in high value locations on private properties to enhance and restore the natural environment and corridor linkages.</p> <p>An Environmental Trivia Night was undertaken at IndigiScapes. This created a novel way for participants to receive education on environmental management, threatened species, pest animals, weeds and local native species.</p> <p>The annual Fire Management Planning workshop was held at the IndigiScapes Centre in March 2021. The morning session was open to the community and the full day training was for environmental program participants to prepare a site specific individual fire management plan for their property. The workshop was a collaboration between Council, Queensland Fire Emergency Services and Rural Fire Services to provide information to the community via displays at the IndigiScapes Centre.</p> <p>Environmental education campaigns were delivered via social media, targeting landholders to improve understanding around environmental and land management.</p> <p>An education and awareness display was installed during March 2021 in the IndigiScapes Discovery Centre to promote conservation and restoration activities on private properties.</p> <p>The Community Bushcare program commenced the annual cycle with a Bushcare Open Day for interested residents. A series of training sessions were successfully provided including the annual convenors update, new volunteer induction and hosting an ecology workshop. As a result of these activities, a new group application has been lodged along with a request for a short-term community project. All groups have reactivated and recommenced conservation activities (following restrictions on activities as a result of COVID-19) including planting 290 native plants.</p>
Enhance the visitor experience of natural assets across Redlands Coast.	1.4.1	Infrastructure & Operations	On Track	<p>Council has continued project work including modification of taps and troughs for horses and other users at the Ford Road Conservation Area and Don and Christine Burnett Conservation Area to ensure they flow better and do not present a risk for horses to use. A new fence was installed at the Don and Christine Burnett Conservation Area to demarcate the front of the reserve and ensure users entered safely by the appropriate access points. Trail systems and access point development was undertaken for the Eastern Escarpment Conservation Area as an outcome of a State Government grant and reserve planning.</p>

2. Green living

2023 Strategic Outcomes

2.1 Council's policies and plans support ecologically sustainable development and respond to climate change issues.

2.2 Sustainable building design (for example, solar panels and water tanks) is supported through education and advocacy.

2.3 Council's waste management plans address current and future needs, and include plans for closed landfills and regional collaboration.

2.4 Council and the community actively recycle and reduce waste.

2.5 Transport planning reflects a desire to maximise economic, environmental and liveability outcomes through quality road design, public transport, pedestrian and cycling strategies.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Monitor Redland City Council's emissions and carbon footprint, and implement reduction strategies.	2.1.1	Community & Customer Services	On Track	<p>The Energy and Emissions Dashboard, which monitors Council's electricity usage and carbon emissions, continued to provide information for continuous improvement and identification of opportunities to further reduce consumption across Council.</p> <p>The Environment and Education Unit, together with the Disaster Management Unit, applied for a local government grant to fund a ten kilowatt solar panel system with a ten kilowatt battery to be installed at the new State Emergency Service (SES) shed in Redland Bay. The primary purpose of the system will be to improve the resilience and self-sufficiency of the SES during power outages.</p>
Provide educational opportunities to the Redlands Coast community.	2.2.1	Community & Customer Services	On Track	<p>An education and awareness campaign promoting various sustainability-focused products, activities, changes in behaviour, and events that the community can actively participate in, was delivered via social media.</p>
Plan and deliver waste management services to meet current and future needs across Redlands Coast.	2.3.1	Infrastructure & Operations	On Track	<p>At a Council Special Meeting on 25 March 2021, Councillors endorsed in principle a longer term draft Waste Management Plan developed by the Council of Mayors (SEQ) to guide a regional approach to waste management as well as develop markets for recycled products. Council also considered its draft Waste Reduction and Recycling Plan 2021-2025 and approved it for community consultation from 27 April 2021.</p> <p>The draft Waste Reduction and Recycling Plan 2021-2025, developed alongside the broader draft South East Queensland Waste Management Plan, outlines how Council and the community can work together to better use the existing kerbside waste, recycling and green waste services as efficiently as possible. It also sets targets to double the number of households with a green-waste bin for garden organics, as well as halve the amount of recyclable material being placed into general waste bins.</p> <p>Work continued on a closed landfill remediation strategy for Judy Holt Park.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Provide kerbside recycling bins and encourage the Redlands Coast community to increase their recycling.	2.4.1	Infrastructure & Operations	On Track	<p>Over 900 new green waste services were requested by residents which is equivalent to capturing an extra 12.5 tonnes of garden organics each fortnight. 90 of the larger 340L recycling bins were ordered or exchanged during quarter three enabling residents to store more recyclables at home between collections. During the month of February 2021, 1.96 tonnes of electronic waste (e-waste) was received during a collection drive at North Stradbroke, Russell, Macleay and Coochiemudlo Islands Recycling and Waste Centres. A total of 263kg of small e-waste, thongs, beauty products, x-rays and video tapes have been received at the Indigiscapes recycle station. Redlands Coast's domestic recycling rate for quarter three was 53.9% with a total of 16,702 tonnes being recycled out of the 31,000 tonnes of waste and recyclables handled for the period from both kerbside and waste facilities. The high recycling rate can be attributed to wet weather experienced over February and March 2021 resulting in the percentage of total green waste handled increasing from 28% (June to December 2020) to 34% (January to March 2021).</p> <p>The promotion of a green waste contamination reduction campaign helped ensure that garden organics placed in green waste bins is clean and free from contamination. Some of the many communication initiatives for this campaign included targeting back to school waste reduction, taking rubbish home with you during Australia Day celebrations and supporting Clean-up Australia Day.</p>
Manage planning for transport initiatives and services, and advocate for public transport across Redlands Coast.	2.5.1	Community & Customer Services	On Track	<p>The Redland Bay Marina Car-Share Trial, a six-month trial to test the acceptance and potential of car-share schemes targeted to benefit the Southern Moreton Bay Islands community, has been extended to April 2021 due to delays caused by COVID-19.</p> <p>A trial of short-term parking for 26 parking spaces in Middle Street and Bloomfield Street, Cleveland continued. The six-month trial, which commenced in December 2020, seeks to balance parking management options in the core of Cleveland CBD by providing short-term parking spaces.</p>
Expand the footpath and cycleway network.	2.5.2	Infrastructure & Operations	On Track	<p>Work has continued on a whole of city plan to assist in identifying the future cycleways and pedestrian paths needed across the city. This work has involved mapping the existing network, determining gaps and needs in the network and mapping the major trunk cycleways, including the Moreton Bay Cycleway. This is being used to develop future project scopes in line with the network priorities.</p> <p>During quarter three Council has constructed 1,609 metres of footpath/cycleways.</p>

3. Embracing the bay

2023 Strategic Outcomes

3.1 Council collaborates with partners to understand, nurture and protect Moreton Bay's marine health and values.

3.2 Communities on the islands and foreshores enjoy equitable access to development opportunities and community services.

3.3 Our community is ready for and adapting to changing coastlines, storm tide and severe weather.

3.4 Redland City's residents and visitors can easily access the foreshore and use recreation infrastructure for boating and non-boating activities.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Monitor and develop strategies aimed at identifying priority areas to inform decision making and improve aquatic environments.	3.1.1	Community & Customer Services	On Track	<p>Council continued to actively participate in partnerships with Healthy Land and Water and the Council of Mayors (SEQ). Officers contributed to various regional working groups associated with these partnerships such as the Moreton Bay Ramsar Wetland Stakeholder Network, Monitoring and Evaluation Steering Committee, South East Queensland's Water by Design Steering Committee and the Resilient Rivers Initiative.</p> <p>The 2020-2021 Ambient Waterways Monitoring Program was undertaken in a new phased format. Phase one involved monitoring fewer sites than in previous years. Phase two was introduced to conduct further monitoring in selected catchments targeting opportunities for improvement identified during Phase One. The improved design for the Ambient Waterways Monitoring Program will provide better insight into the health of the catchments, assist with identifying sources of pollution and flag opportunities for improving catchment and waterway health.</p> <p>Officers continued to progress the development of the draft Redlands Coast Bay and Creeks Plan incorporating opportunities to deliver on the Lower Brisbane-Redland Coastal Catchment Action Plan (CAP). Project development was initiated for two potential works projects associated with delivery of the CAP.</p>
Work with island communities to identify and understand community service issues and responses.	3.2.1	Infrastructure & Operations	On Track	<p>Council collaborated with a group of service providers to support a weekly homelessness response program on Russell Island. Council continued to support better outcomes for Southern Moreton Bay Islands children aged zero to eight to access appropriate community services through a partnership approach with Brisbane South Primary Health Network, the Southern Moreton Bay Island Listeners organisation and other partner agencies. Council investigated opportunities and barriers to support improved "Ageing in place" outcomes for the Southern Moreton Bay Islands.</p>
Continue to develop and implement the Redland City Council Coastal Hazard Adaptation Strategy.	3.3.1	Infrastructure & Operations	On Track	<p>Development of the Coastal Hazard Adaptation Strategy has been finalised with the final phase report and the strategy document being completed by the project consultant and undergoing community consultation. The strategy document was reviewed and endorsed by Council's Technical Working Group and Coastal Adaptation Steering Committee and approved by the Local Government Association of Queensland expert panel.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Improve access provisions to Moreton Bay.	3.4.1	Infrastructure & Operations	On Track	<p>Work continues on the development of a foreshore access policy and plan to manage access to the bay for non-motorised watercraft including:</p> <ul style="list-style-type: none">• refinements to typology/hierarchy of foreshore access and levels of services to align with catchments used in the Open Space Strategy• completion of a preliminary review of existing foreshore access to identify gaps in the network and opportunities for new and upgraded infrastructure• investigations of the most appropriate format of the final produced/deliverable and the benefits of different options. <p>Operational and capital works continue to deliver a program of upgrades to the recreational boating facilities available to the community. Council continues to cooperate with Department of Transport and Main Roads on the management of the network of boat ramps.</p>

4. Quandamooka Country

2023 Strategic Outcomes

4.1 Council's organisational and staff capacity to deliver positive outcomes for Aboriginal communities, including the Quandamooka People, is improved through policy, cultural awareness training and cultural heritage training for elected members and Council staff.

4.2 Council's and the community's respect and understanding of the Quandamooka Peoples' relationship with their traditional land and waters continue to improve.

4.3 Council continues to support and resource the delivery of commitments under the Indigenous Land Use Agreement (ILUA) with the Quandamooka People.

4.4 Council works with the Quandamooka Traditional Owners to help them achieve their goal of establishing North Stradbroke Island (Minjerribah) as a global eco-cultural tourism destination.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Implement culturally appropriate protocols and promote traditional knowledge.	4.1.1	Organisational Services	On Track	The Quandamooka Cultural Day training was attended by eight employees. The Neembeba Binung Gana (look, listen, understand) Elders Cultural Day, run by Minjerribah Moorgumpin Elders-in-Council, was attended by 11 people. All Indigenous training days continued to be promoted throughout Council.
Promote awareness and understanding of Quandamooka culture.	4.2.1	Organisational Services	On Track	Council promoted through Our Redlands Coast magazine a North Stradbroke Island Historical Museum exhibition focusing on an aspect of Quandamooka history. Another story was run in the magazine about the Traditional Owners' connection to Birkdale Community Precinct. Council also produced collateral focusing on Quandamooka history and culture in community engagement, including videos featuring Quandamooka Elder Uncle Bob Anderson and fact sheets. Where known, Jandai language place names were used in a variety of media communications, and acknowledgement of Quandamooka Traditional Owners was included in fortnightly print advertising and on Council's website. Acknowledgement of Traditional Owners was included at the start of all speeches.
Promote Indigenous events and celebrate Quandamooka and Aboriginal and Torres Strait Islander culture.	4.2.2	Organisational Services	On Track	Council continued to implement actions in the Kanara Malara - One People 2019-2021 Internal Redland City Council Reconciliation Action Plan. A planned visit to the Enoggera Army Base to share Indigenous journeys and stories was postponed due to Brisbane's COVID-19 lockdown. Two new exhibitions opened at the Redland Art Gallery (RAG) on 26 March 2021. These included the 'Recent Acquisitions: Works from the RAG Collection', including a selection of works by Quandamooka Artists, and 'Singing Up Spirit of the Land' with the focus of this exhibition being Uncle Bob Anderson. Welcome to Country was undertaken for all Council Library programs.
Support delivery of Indigenous Land Use Agreement (ILUA) commitments.	4.3.1	Organisational Services	On Track	Council continued to manage the Indigenous Land Use Agreement (ILUA) sub-committees and monitor progress of ILUA activities. The quarter two ILUA quarterly report for 2020-2021 year was presented to the Executive Leadership Team in January 2021.
Contribute to the implementation of the Queensland Government's Minjerribah Futures transition program and the Redland City Council Economic Development Framework 2014-2041.	4.4.1	Community & Customer Services	On Track	Council engaged with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) representatives about a potential investment attraction opportunity on North Stradbroke Island (Minjerribah).

5. Wise planning and design

2023 Strategic Outcomes

5.1 Growth and development in the city is sustainably managed through the adoption and implementation of the Redland City Plan and Local Government Infrastructure Plan.

5.2 Redland City's character and liveability are enhanced through a program of master planning, place-making and centre improvement strategies, including maximising opportunities through the catalyst Toondah Harbour Priority Development Area and Redlands Health and Wellness Precinct projects to build a strong and connected Cleveland.

5.3 An effective and efficient development assessment process delivers quality development that is consistent with legislation, best practice and community expectations.

5.4 Regional collaboration and targeted advocacy drives external funding for key infrastructure upgrades and enhanced community outcomes.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Manage planning for transport initiatives and services across Redlands Coast.	5.1.1	Community & Customer Services	On Track	The second deployment of the RACQ Smart Shuttle is underway and is operating a regular service along the deployment route on Masthead Drive, Raby Bay. The service has carried more than 700 passengers, and travelled 2,068 kilometres while predominantly operating in autonomous mode.
Ensure infrastructure necessary to support growth across Redlands Coast is provided through the development assessment process and capital works program.	5.1.2	Community & Customer Services	On Track	Local Government Infrastructure Plan projects continued to be delivered as part of development approvals and progressively scheduled through capital works programming and budget reviews for delivery by Council.
Develop a wastewater treatment plant strategy and master plan.	5.1.3	Infrastructure & Operations	On Track	Council's Wastewater Treatment Strategic Planning Study Draft report has been reviewed and work has commenced with a specialist environmental consultant to verify release opportunities to support the final strategy.
Develop solutions to upgrade the Capalaba Wastewater Treatment Plant.	5.1.4	Infrastructure & Operations	On Track	Upgrade solutions for the Capalaba Wastewater Treatment Plant have been considered in the Council's Wastewater Treatment Strategic Planning Study Draft Report. While the Strategic Planning Study is being finalised, minor upgrades to allow for the continued operation of the current treatment plant have been identified and are now either complete or scheduled for completion.
Finalise the Cleveland Centre Traffic and Transport Strategy.	5.1.5	Community & Customer Services	On Track	The Cleveland Centre Local Area Transport Plan has been scheduled for a future Council general meeting. A communication and engagement plan for the consultation period has been developed.
Maintain the Redland City Plan to ensure it reflects best practice and is responsive to Redlands Coast community expectations.	5.1.6	Community & Customer Services	On Track	A small number of State interest review comments were received in response to the proposed City Plan Major Amendment Package (04/20): Medium Density Residential zone code review. The matters raised were considered by Council in a confidential report to the General Meeting on 17 March 2021. Ministerial approval to proceed to public consultation is expected to be received in the next quarter. At the General Meeting on 17 March 2021 Council also considered a confidential report considering options to provide an enhanced level of protection for wildlife corridors and core habitat identified within the Wildlife Connections Plan where located within the urban footprint of the city. A proposed planning scheme amendment addressing these matters is scheduled to be considered at a future general meeting.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Implement actions outlined in the Cleveland Centre Traffic and Transport Action Plan 2019-2020. (Carried forward 2019-2020)	5.1.7	Community & Customer Services	On Track	The Cleveland Short Term Parking Trial which was initiated following a Council resolution commenced in December 2020. The trial seeks to balance parking management options in the core of Cleveland CBD by providing short-term parking space. The remaining actions in the Cleveland Centre Traffic and Transport Action Plan are expected to be completed or substantially progressed by end of the 2020-2021 financial year.
Coordinate a place management program for key activity centres and contribute to master planning for precincts.	5.2.1	Community & Customer Services	On Track	A review of the implementation of the Cleveland Centre Master Plan 2010 was undertaken. Scoping and stakeholder mapping commenced to inform development of a new centres management approach.
Coordinate planning and guidance for future development and infrastructure delivery for local areas across Redlands Coast.	5.2.2	Community & Customer Services	On Track	Council is awaiting final approval from the Minister for State Development, Infrastructure, Local Government and Planning to proceed to public consultation on the South West Victoria Point Local Plan – Major Amendment Package (05/19). Once received a further report will be presented to Council at a future general meeting to address any conditions which may be imposed by the Minister and to seek approval to commence public consultation. Council is finalising a public submission report in response to public consultation on the draft preferred future land use intents for the Southern Thornlands Potential Future Growth Area. The consultation period ran from 28 September 2020 until 20 November 2020 during which time more than 200 submissions were received.
Identify and protect places of European heritage significance.	5.2.3	Community & Customer Services	On Track	At the General Meeting on 17 March 2021 Council considered a report addressing public submissions received in response to public consultation on a proposed major amendment to include additional properties in the Heritage Schedule (schedule 7) of City Plan. At the meeting, subject to minor changes, Council resolved to proceed with the proposed amendment and seek final ministerial approval. In addition, Council resolved to adopt a Temporary Local Planning Instrument (TLPI) to provide interim protection to additional properties proposed for inclusion in the Heritage Schedule (schedule 7) of City Plan while the planning scheme amendment process is finalised. The proposed TLPI has subsequently been approved by the Minister for State Development, Infrastructure, Local Government and Planning.
Progress the Redlands Coast Adventure Sports Precinct Project.	5.2.4	Community & Customer Services	On Track	Council continued planning for the Redlands Coast Adventure Sports Precinct, an integrated Aquatic Centre and Olympic standard Canoe-Kayak Slalom facility to provide additional sport, recreation and emergency services education and training facilities for the city. Engagement was maintained with the State Government 2032 Olympic and Paralympic Games Taskforce regarding the event city opportunity for the precinct. A meeting of the Redlands Coast Adventure Sports Precinct Industry Stakeholder Reference Group was held on 21 January 2021. A Project Manager was appointed in March 2021.
Maintain effective systems and processes that underpin quality and timely decision making for development applications.	5.3.1	Community & Customer Services	On Track	Ongoing improvement to systems and processes for development applications were made to ensure good decision making in a timely manner. This included refining event processes to accurately calculate legislative target dates automatically. Development.i has also been purchased and is currently in the process of its testing phase as a replacement system for PD Online. Development.i will deliver a more user-friendly interface for customers seeking information on development applications within the city.
Contribute to implementation of a South East Queensland (SEQ) City Deal.	5.4.1	Community & Customer Services	On Track	The South East Queensland City Deal continued to be progressed.

6. Supportive and vibrant economy

2023 Strategic Outcomes

- 6.1 Council supports infrastructure that encourages business and tourism growth.
- 6.2 Redland City delivers events, activities and performances that bring economic and social benefits to the community.
- 6.3 Council's involvement in the State Government's North Stradbroke Island Economic Transition Committee supports and aligns with Council's strategic objectives, which help deliver long-term economic sustainability for North Stradbroke Island (Minjerrabah).
- 6.4 Council receives a return on the community's investment in land to enhance economic and community outcomes.
- 6.5 Growth in key sectors identified in Council's Economic Development Framework is supported through the development and implementation of action plans by the Industry Economic Development Advisory Board.
- 6.6 Development will be facilitated specifically in the Toondah Harbour Priority Development Area (PDA) and Weinam Creek PDA with a focus on economic growth.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
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Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Develop Redlands Coast Destination Management Plan 2021-2026.	6.1.1	Organisational Services	On Track	<p>Council continued the development of the new Redlands Coast Tourism Destination Management Plan 2021-2026 which included further consultation with Brisbane Economic Development Agency and the principal consultant EarthCheck.</p> <p>Council provided regular updates, information and resources to tourism and event organisers regarding the COVID-19 Greater Brisbane three-day lockdowns in January and March 2021. This included four e-newsletters sent to more than 500 operators and two surveys to measure the industry impact from the two lockdowns.</p> <p>Council continued to promote Redlands Coast in destination marketing initiatives including the development of visitor e-newsletters, Facebook, Instagram and the Visit Redlands Coast website and blogs to promote tourism experiences and events with posts viewed by more than 103,091 people. Council promoted North Stradbroke Island (Minjerribah) tourism experiences on Channel Seven's Weekender series with local tourism operators showcased including Yura Banji Scooters/Yura Tours, Yulu Burri Ba Dancers, Oasis Dining Experience and Allure Stradbroke Resort.</p> <p>As part of Redlands Coast destination marketing initiatives, Council participated in The Courier-Mail Easter tourism feature wrap on 10 March 2021 which included promotion of local Redlands Coast tourism experiences including a winery glamping experience, yacht charters, accommodation, scuba diving tours, Quandamooka art gallery workshops and exhibitions, sand boarding and local seafood experiences.</p> <p>Council delivered an industry development workshop on 16 March 2021. The Creating Exceptional Experiences Program focused on customer service, a key action of the Redland City Tourism Strategy and Action Plan. The workshop was attended by 55 local tourism operators.</p> <p>Council delivered a tourism industry networking event at North Stradbroke Island (Minjerribah) on 24 February 2021 called Creating Connections. It was an opportunity for local tourism operators to create connections, hear from Council's tourism team about how tourism businesses could get involved in destination marketing opportunities, industry development programs, events and initiatives. The industry networking event was attended by 60 local tourism operators.</p> <p>Council continued to work with Queensland Government's Department of Tourism, Innovation and Sport through the Minjerribah Futures team, Brisbane Economic Development Agency, Tourism and Events Queensland and EarthCheck to develop new cultural tourism experience offerings on North Stradbroke Island (Minjerribah) as well as a campaign on social media to promote North Stradbroke Island (Minjerribah) as a destination of choice. These initiatives are part of the Minjerribah Futures Economic Transition Strategy.</p> <p>The Redlands Coast Visitor Information Centre received 1,301 walk in, written and telephone visitor enquiries, and received more than 14,508 views on the tourism website. A total of 85,568 people were reached on Facebook with 29 posts, while 66,819 people were reached on Instagram with 52 posts and stories.</p>
Implement the Redlands Coast Smart and Connected Cities Strategy.	6.1.2	Community & Customer Services	On Track	An internal review of the draft Redlands Coast Smart and Connected City Strategy continued.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Deliver actions in the Redland City Events Strategy and Action Plan 2017-2022.	6.2.1	Organisational Services	On Track	<p>Council continued to deliver actions in the Redland City Events Strategy and Action Plan 2017-2022 through the provision of support, advice and assistance for community event organisers to deliver COVID-19 safe events in line with State Government's COVID-19 restrictions on events and gatherings. This included regular meetings, teleconferences and communication between event organisers and key Council and State Government departments. Council facilitated the delivery of eight community events attended by 10,268 people. Events included Queensland Triathlon Series, Redland Museum Heritage and Harmony Fiesta, South East Queensland Trail Running Series, Junior Mountain Biking Clinic and a variety of markets across Redlands Coast. Council distributed four industry e-newsletters to tourism and event operators.</p> <p>Council delivered seven COVID-19 safe events attended by 3,919 people. Events included the Australia Day awards function, two citizenship ceremonies, and four Australia Day activation events including the Great Australian Bites event at Raby Bay Foreshore Park.</p>
Deliver events, activities and workshops that contribute to bringing economic and social benefits for the Redlands Coast community.	6.2.2	Community & Customer Services	On Track	<p>Many business and community networks that are facilitated and supported by Council have been transitioning back to face-to-face meetings as COVID-19 restrictions are gradually relaxed. On 17 March 2021 Council staff participated in the SEQ Local Government Community Safety and Graffiti Practitioners Networking Meeting. The fourth Business Brews was held at Bacchus Brewery in Capalaba on 11 March 2021, with a focus on export opportunities. Carers Qld, in partnership with Headspace Capalaba and Council, hosted a pop-up event in Cleveland Library Square to celebrate Neighbour Day on 25 March 2021. Council also participated in a State-sponsored Small Business Roadshow on 10 February 2021 that aimed to help government better understand the issues and challenges faced by businesses in light of COVID-19.</p>
Continue to roll-out the city's new destination brand, Redlands Coast - Naturally Wonderful.	6.2.3	Organisational Services	On Track	<p>The Redlands Coast brand was promoted through the Birkdale Community Precinct campaign, which launched on 16 March 2021, to encourage the community to provide feedback on their ideas for the development of the land. The campaign was delivered on Redlands Coast as well as the Greater Brisbane area across the marketing channels of print, social media, billboards, bus panels, bus shelters and radio and cinema advertising. The Redlands Coast brand also continued to generate awareness via two websites, social media and digital advertising as well as Council-owned bus shelters. The Redlands Coast Deals & Rewards App continued to be promoted and further developed, including via media promotion of its success with Cleveland's Grand View Hotel promotion, which attracted day trippers from as far as Ipswich and the Gold Coast.</p>
Coordinate Redland City Council's involvement in the implementation of the Queensland Government's Minjerrabah Futures transition program.	6.3.1	Community & Customer Services	On Track	<p>Council continued to work closely with the Queensland Government on the implementation of the State's Minjerrabah Futures Program.</p>
Identify and develop strategic opportunities for Redland City Council land holdings.	6.4.1	Community & Customer Services	On Track	<p>Negotiations continued during quarter three between Redland Investment Corporation and the preferred developer, Shayher Group, to refine commercial agreements and the master plan for the Capalaba Town Centre redevelopment.</p>
Provide secretariat support for the Redland City Economic Development Advisory Board (EDAB).	6.5.1	Community & Customer Services	On Track	<p>At the General Meeting on 2 December 2020 Council noted that a review of the Redlands Economic Development Advisory Board was to be undertaken, with a further report to be brought back to Council for consideration by 30 June 2021. Board meetings have been suspended while the review is undertaken.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Deliver industry-enabling action plans and a targeted investment attraction strategy.	6.5.2	Community & Customer Services	On Track	<p>The development of a draft Manufacturing Industry Sector Plan continued to be progressed with Council commissioning KPMG to assist with industry engagement. Sessions will be held next quarter due to delays caused by COVID-19.</p> <p>A manufacturing training opportunity has been identified under the State Government's Regional Skills and Investment Strategy program and discussion with TAFE as the training provider has commenced. Work continued on strengthening the network of manufacturing businesses through a Business Brews event and the manufacturing reference group meeting.</p> <p>Planning for the Aspire city-wide Courses and Careers Expo scheduled in June 2021 commenced with principals and school representatives providing input and support. Sponsorship and exhibitor packages have been developed and promotion of the event has commenced. Engagement with education stakeholders was regularly maintained.</p> <p>Implementation of actions of the Education and Training, Health Care and Social Assistance and Rural Enterprises industry sector plans continued including planning for a Health Care and Social Assistance Summit.</p>
Review Redland City Council's economic recovery response to COVID-19.	6.5.3	Community & Customer Services	On Track	Council continued to monitor the impact of COVID-19 on businesses and communities to ensure the Social and Economic Recovery Plan support mechanisms and initiatives are targeted and appropriate. A review of the Social and Economic Recovery Plan commenced. Regular coordination with businesses and community stakeholders continued through the Financial and Economic Recovery Group and the Community Recovery Group meetings held on 24 February 2021.
Facilitate the Toondah Harbour Priority Development Area (PDA) in partnership with Economic Development Queensland.	6.6.1	Community & Customer Services	On Track	Environmental Impact Studies for the Toondah Harbour Priority Development Area are nearing completion, ready for submission in the next quarter.
Facilitate the development of the Weinam Creek Priority Development Area (PDA) in partnership with Economic Development Queensland.	6.6.2	Community & Customer Services	On Track	<p>The master plan for the Weinam Creek Priority Development Area was Properly Made with Economic Development Queensland, and the Information Request was received. The consultant team began working through the queries which is occurring in parallel with the detail design of the main parking area, road network and open space.</p> <p>Council, in partnership with Redland Investment Corporation, released a 3D rendered animation of the master plan. It was promoted on Council's social media, website and advertised in local media. 'Meet the planner' sessions were held to better inform the community of the infrastructure and benefits included in the master plan, and to allow the community an opportunity to ask questions.</p> <p>Council conducted a survey, seeking feedback on the master plan through Council's Your Say site.</p>

7. Strong and connected communities

2023 Strategic Outcomes

7.1 Festivals, events and activities bring together and support greater connectivity between cross-sections of the community.

7.2 Council maximises community benefit from the use of its parklands and facilities by improving access to, and the quality and shared use of, public spaces and facilities by groups for sporting, recreational and community activities.

7.3 Council's assessment of community issues and needs provides timely opportunities to pursue grants and partnerships that realise long-term benefits.

7.4 Council supports volunteerism and participation in civic projects through clear and supportive Council processes to reduce red-tape, and engage and recruit volunteers for Council projects.

7.5 The community's preparedness for disasters is improved through community education, training and strong partnerships between Council and other agencies.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Celebrate the cultural life of Redlands Coast.	7.1.1	Community & Customer Services	On Track	<p>COVID-19 restrictions on public gatherings and travel continued to affect programs, events and activities in quarter three. Although there continued to be low community infection rates, the primary reason for inhibiting attendance has been the risk of lockdowns and cancelled events. Redland Performing Arts Centre (RPAC) audiences are showing confidence in Council's COVID Safe practices, and full capacity numbers are returning to performances, gallery programs and workshops.</p> <p>Redland Art Gallery (RAG) continued to deliver a diverse program for 2021, including both local artists and visiting exhibitions. RPAC's revised season format saw the introduction of the ACT 1 (Jan – April) program – full of diverse performances for a broad cross section of the community. Initiatives such as "Stage Sessions" was delivered specifically to support local artists – mainly music and cabaret. RPAC attendance for the quarter was 8,142 consisting of 3,591 entrepreneurial, 1,266 commercial and 1,185 internal attendees.</p>
Plan, provide and advocate for essential social infrastructure for Redlands Coast community activities.	7.2.1	Community & Customer Services	On Track	<p>At the General Meeting on 20 January 2021 Council resolved to note the Redlands Coast Age-friendly Action Plan 2021-2026, and endorse the Redlands Coast Age-friendly Action Plan 2021-2026 to progress to community consultation for a period of 40 days commencing late January 2021. Council engaged with the community on the action plan through a consultation process that ran from 22 January to 2 March 2021. Feedback from the community engagement was incorporated into the final draft plan. In partnership with Griffith University's Regional Innovation Data Lab, Council commenced a collaborative social data project with external community service providers to improve the collection, analysis and visualisation of local community needs. This information will strengthen Council's ability to guide the development of social services, networks and facilities necessary to support the growth and needs of the Redlands Coast community.</p>
Improve sport and recreation club sustainability and strategic planning.	7.2.2	Infrastructure & Operations	On Track	<p>Council developed a new community grants program to assist Redlands Coast community organisations and sporting clubs impacted by COVID-19 to continue operations and improve sustainability.</p> <p>The Organisation Support Grant aims to assist organisations to stabilise, recover and refocus over the following 12 month period.</p> <p>The Capital Infrastructure (Maintenance) Program aims to assist recipients to address urgent building compliance work for community facilities to meet relevant laws and codes.</p> <p>The Community Grants Program was released in February 2021 and closes 1 April 2021.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Plan for effective sport and recreation across Redlands Coast.	7.2.3	Infrastructure & Operations	On Track	<p>The implementation of the Redlands Coast Sport and Recreation Precinct Master Plan continued with Aurecon as the principal concept design contractor undertaking investigations and design workshops. A concept design workshop was held 3 March 2021. Community clubs and internal stakeholders have been involved in various sessions with feedback on the concept design documentation collated and provided to Aurecon.</p> <p>Planning for the optimisation of existing facilities for sport and recreation across Redlands Coast progressed with receipt of the Final Active Recreation and Sports Facilities Action Plan (Optimisation Study) on 23 March 2021.</p> <p>Suitable land identified to potentially meet the current and future sport and recreation needs continues to be captured through the Property Investment Framework project.</p>
Plan for future uses of the Birkdale land and Willard's Farm sites.	7.2.4	Community & Customer Services	On Track	<p>A community engagement program was launched on 17 March 2021 for the broader Birkdale Community Precinct including Willards Farm to help shape the long term vision for the precinct. The community engagement program includes a Your Say page on Council's website, suite of collateral including fact sheets, videos and a survey. Planning for community open days and stakeholder workshops in April 2021 are well developed and pop-ups in libraries and shopping centres have been scheduled. All resulting feedback will be used to inform the final vision for the precinct and feed into the master planning process that follows. Detailed investigations continue to ensure the environmental and cultural heritage values are protected and highlighted in any future use or activity on site.</p>
Deliver Redland City Council's Grants and Sponsorship Program.	7.3.1	Community & Customer Services	On Track	<p>The 2020-2021 Community Grants Program opened on 15 February 2021. Organisational Support (Sustainability) Grants were specifically targeted to assist community organisations experiencing financial and operational hardship due to COVID-19. Capital Infrastructure Grants (Maintenance) provided organisations with assistance for urgent maintenance of community facilities to meet compliance standards. A total of 37 applications were received for Organisation Support (Sustainability) and 33 applications for Capital Infrastructure (Maintenance) were received. The grants assessment process commenced.</p>
Activate and engage the Redlands Coast community through programs and partnerships to encourage reading and all forms of literacy as part of the implementation of the Library Services Strategy 2017-2022.	7.3.2	Community & Customer Services	On Track	<p>Redland libraries continued to operate under a COVID-19 Safe Plan, with people limits, contact tracing and other safety arrangements in place. Amity Point is the only branch that remains closed to comply with public health directions related to COVID-19, however a home delivery service continued servicing 16 clients. Events, program and community outreach services resulted in 1,387 participants being engaged in over 50 literacy-focused programs and activities across the city. Programs included First 5 Forever, English as a second language group and book and Kanopy club. Libraries presented Girls in Tech activities for International Women's Day and the Story Dogs program continued with the Mayor in attendance. Social media engagement continued, with the Redland Reads online membership steadily increasing to 84 clients. Library staff continued to provide assistance to library clients in the use of the Redland Libraries app and digital collections and the introduction of the Check in QLD app in early March saw library staff provide assistance to thousands of clients to download and use this on their devices. Pop-up libraries and home delivery services continued with COVID Safe measures in place.</p>
Continue to review volunteer engagement in Redland City Council.	7.4.1	People, Culture and Organisational Performance	On Track	<p>Six new work experience placements occurred in this quarter in the Community and Customer Services Department. Volunteers are managed directly with the placement area. In this quarter, the Redland Art Gallery had taken on four volunteers. IndigiScapes had approximately 111 volunteers this quarter in its Bushcare and nursery area. Numbers are slightly lower this year due to COVID-19.</p>
Build disaster resilience.	7.5.1	Organisational Services	On Track	<p>During quarter three Council engaged with the community through static displays in Council's libraries and attended multiple events including IndigiScapes and Neighbour Day events. Due to inclement weather, a few engagement events were either postponed or cancelled during this quarter. Council is working closely with various agencies to develop a robust training program for our Community Champions and Disaster Chaplains. The Redland Local Disaster Management Group met on 24 March 2021.</p>

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Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Review Redland City Council's community recovery response to COVID-19.	7.5.2	Community & Customer Services	On Track	The third meeting of the Community Recovery Taskforce was held on 24 February 2021. Council continued to monitor the impact of COVID-19 on the community and planning commenced for a future community workshop to understand the impact of the cessation of the Federal Government's JobKeeper support package. The community resilience project continued to assess vulnerability across Redlands Coast and a community resilience framework was developed in collaboration with the Community Recovery Taskforce. Council reviewed and updated its community grants program to target community groups to support recovery from COVID-19 impacts.

8. Inclusive and ethical governance

2023 Strategic Outcomes

8.1 Council's Information Management Strategy and technology systems are engineered to increase efficiency and provide excellent customer service outcomes.

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

8.3 Implementation of the Corporate Plan is well coordinated across Council and through a delivery mechanism that provides clear line of sight, accountability and performance measurement for all employees.

8.4 A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change that enhances internal and external outcomes.

8.5 Council uses meaningful tools to engage with the community on diverse issues so that the community is well informed and can contribute to decision making.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Build on Redland City Council's software digital transformation.	8.1.1	Organisational Services	On Track	Council continued working to enhance core financial management and corporate performance and strategy systems. These systems will provide significant efficiencies to operations. Council continued internal engagement and consultation to define and draft the new Information and Communication Technology Strategy for 2020-2023 focusing on technology and digitisation. The rollout of Council's strategic fibre optic network is underway and in progress.
Improve Redland City Council asset management.	8.2.1	Organisational Services	On Track	The Asset Management Steering Committee finalised the improved Asset Management Framework – Roles & Responsibilities Profile governance document to ensure accountability and responsibility for funding, performance and management of Council assets is understood. The initiative to improve our asset management data has begun with the focus being Council's water supply network. To support this initiative recruitment of an Asset Management Business Analyst and Asset Management Officer - Water has been completed.
Develop and implement a new corporate plan.	8.3.1	People, Culture and Organisational Performance	On Track	Council groups are completing project mandates for each key initiative and catalyst project. Council is using this information to prepare a delivery plan. Corporate Plan delivery is also being aligned with other Council planning processes including capturing relevant activities in Council's Operational Plan and Annual Budget, ensuring projects and programs are being managed through the Portfolio Management Office.
Improve strategic alignment and delivery.	8.3.2	People, Culture and Organisational Performance	On Track	Council's new Corporate Plan includes Council's services identified in our Corporate Service Portfolio to support improved alignment between our long term vision and goals and the services we deliver. Development of a new corporate performance reporting system continued with focus on the creation of internal scorecard reports.
Improve alignment between individual and Redland City Council performance.	8.3.3	People, Culture and Organisational Performance	On Track	Council launched an internal communication campaign to stimulate meaningful performance development conversations between managers and employees. Council piloted the cascading of goals of leaders to team members through Council's Human Resources Information System.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Deliver the Procurement Transformation Program.	8.3.4	Organisational Services	On Track	The Procurement Transformation Program is on track with key activities undertaken during quarter three including the release of the beta-version of the Procurement Portal for key stakeholders, increased contract management training and performance reporting, rollout of procure safety training package, scoping of category management training and data analytics, and recruitment of a procurement transformation manager.
Prioritise, define and manage Redland City Council's portfolio of projects.	8.3.5	Organisational Services	On Track	The 2020-2021 capital portfolio is being delivered in accordance with program and project plans. The portfolio's management is being facilitated through Portfolio, Program and Project governance forums. The draft 2021-2022 capital portfolio development and prioritisation is complete. The draft capital portfolios for 2022-2023 and 2023-2024 are being developed in consultation with the Capital Investment Working Group.
Continue to build a diverse and inclusive culture that enables cooperation, innovation and change to enhance outcomes.	8.4.1	People, Culture and Organisational Performance	On Track	The draft People Strategy 2021-2026 which includes diversity and inclusion initiatives went out for the first round of employee consultation. The change management portfolio added three new change projects and one new change program.
Support and enable improvement and innovation.	8.4.2	People, Culture and Organisational Performance	On Track	A number of improvement initiatives from a program of light touch service reviews have progressed and realised savings. Council's considered approach to benefits management provides a channel for these savings to be reinvested in business improvement and innovation projects that maximise performance and community outcomes. This approach continues to be refined. A briefing session with Councillors tested eight improvement ideas, with feedback and suggestions incorporated for further development. There are a number of new initiatives in development for consideration.
Conduct community engagement on a diverse range of issues.	8.5.1	Organisational Services	On Track	<p>This quarter saw the launch of community engagement for Birkdale Community Precinct, one of the most significant community engagement projects that Council has ever undertaken. Feedback is being received through a survey on Council's Your Say site.</p> <p>Media and marketing activities have been undertaken to create awareness and encourage feedback. This has included promotion on social media, radio ads, newspaper ads, billboards, bus shelter ads, bus backs, ferry screens, posters, cinema ads, direct mail, email, installations in Council libraries and customer service centres, on site flags and all of Council's media and marketing channels.</p> <p>A range of assets were developed to bring to life the site's values and potential, including a suite of videos, a virtual tour and a series of fact sheets.</p>