



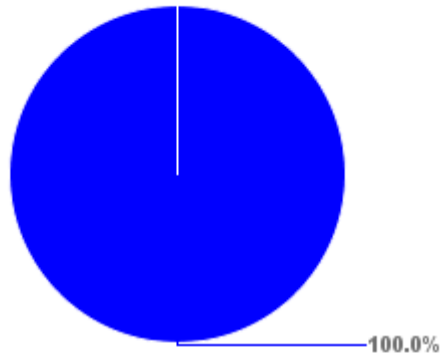
# Operational Plan 2020 - 2021

**April to June 2021**



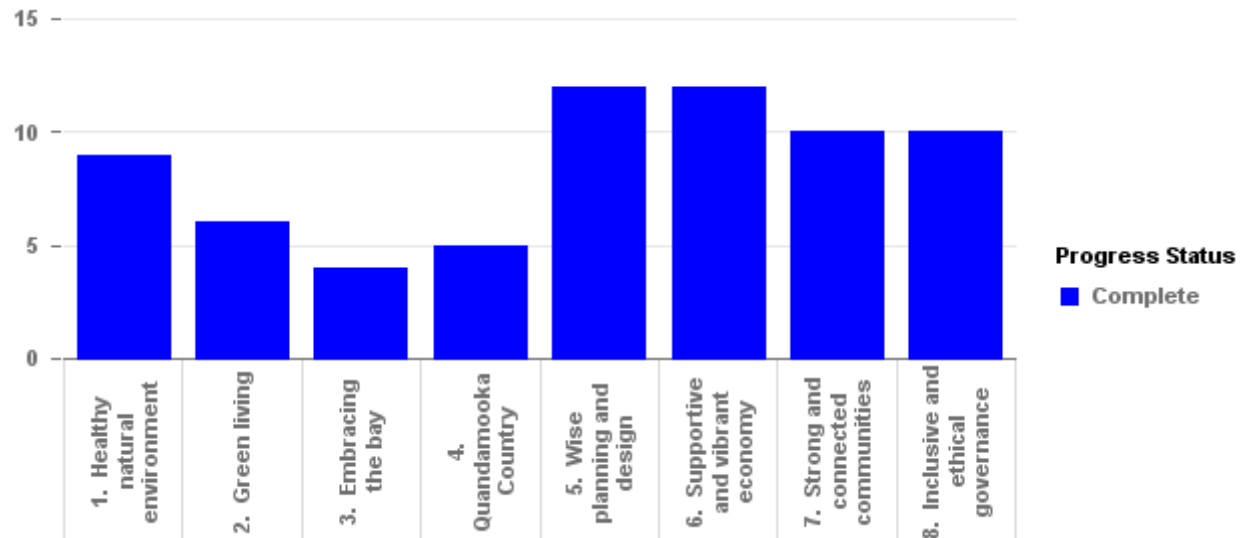
# Vision Outcome – Quarter Summary

| Vision Outcome                     | Complete  | 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        |
| <b>Total</b>                       | <b>68</b> | <b>68</b> |



### Progress Status

■ Complete



### 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

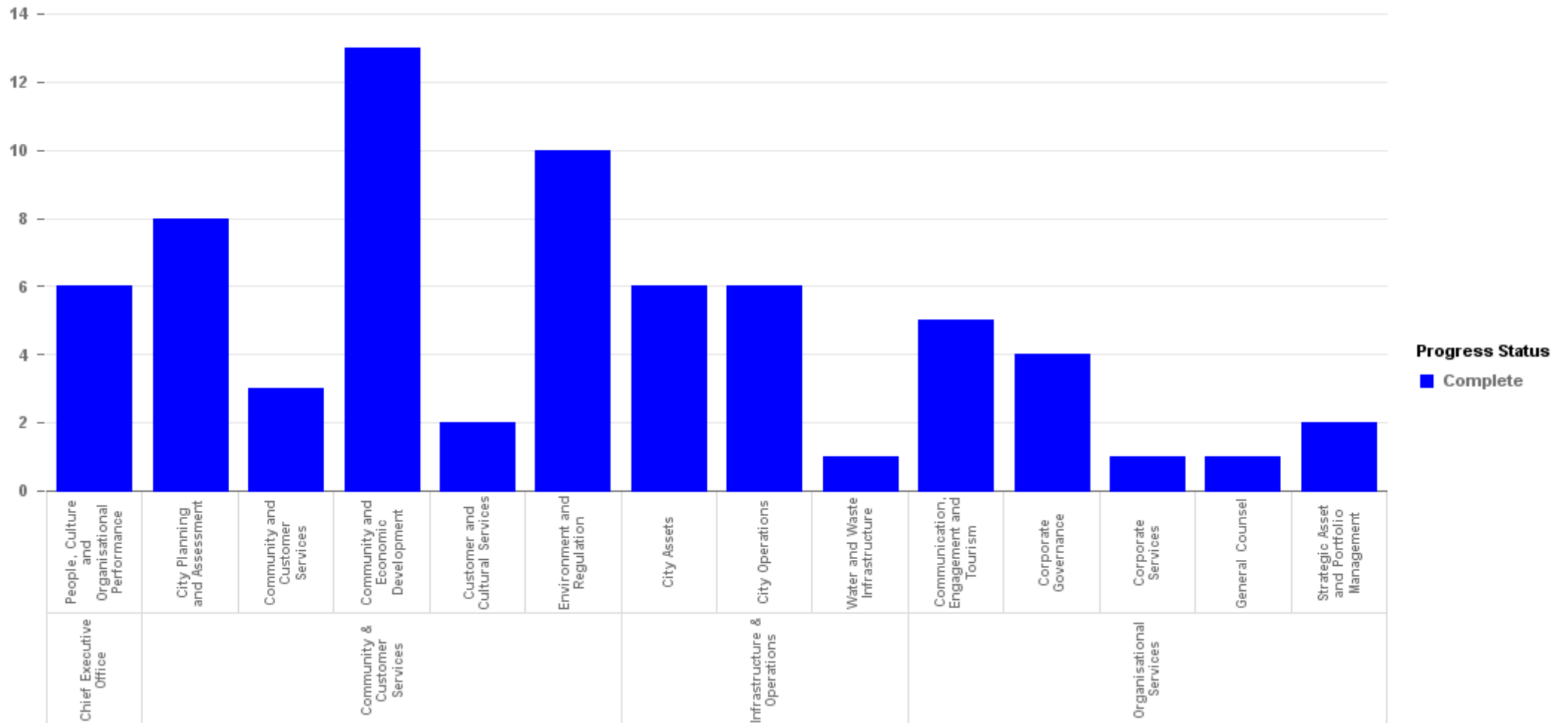
There are significant delays or budget issues and it is unlikely that the significant activity will be delivered.

### Cancelled

The significant activity has been cancelled.

# Organisational Performance – Quarter Summary

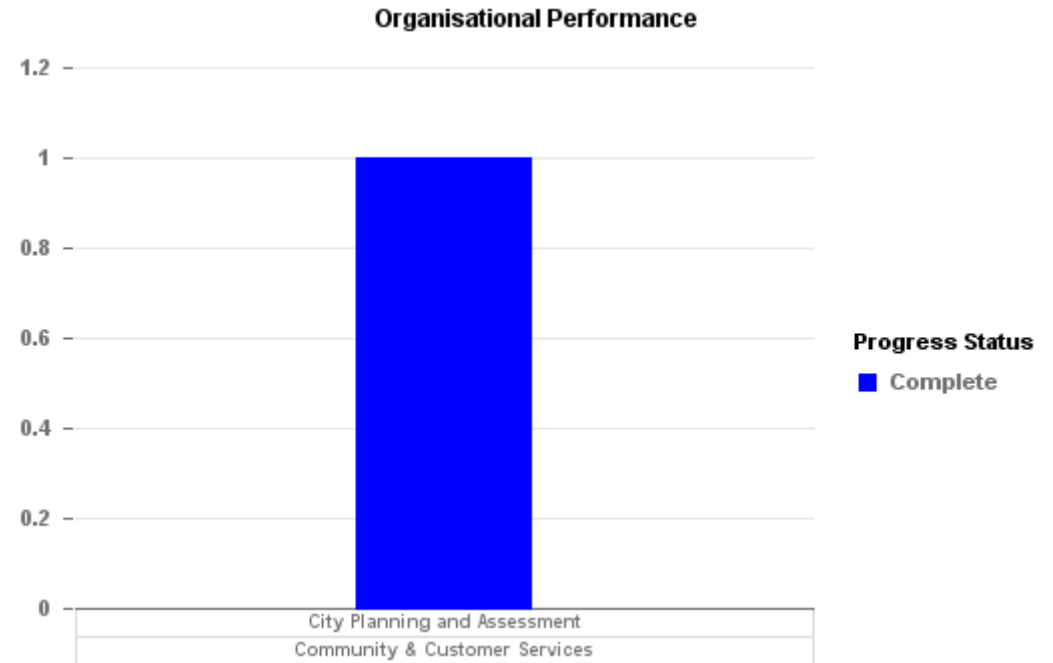
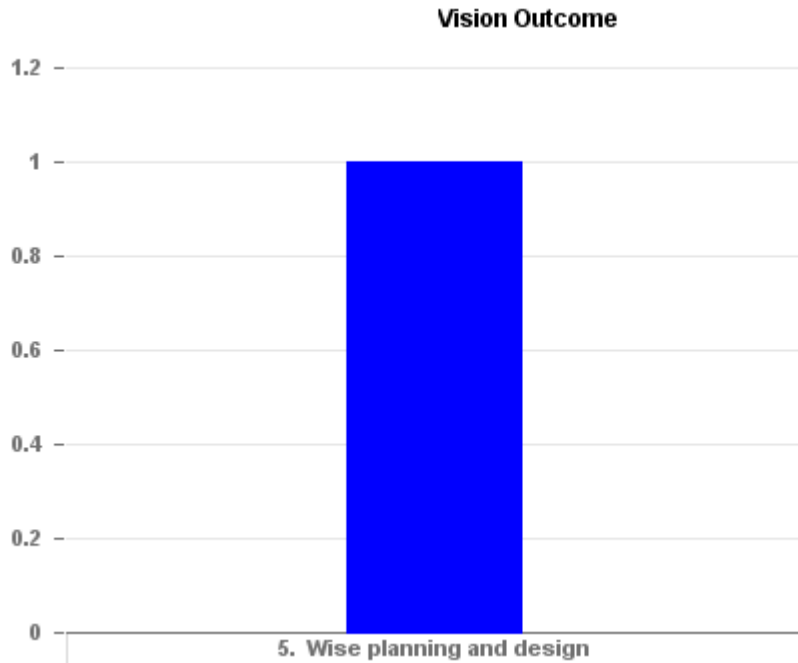
| Department                    | Complete  | Total     |
|-------------------------------|-----------|-----------|
| Chief Executive Office        | 6         | 6         |
| Community & Customer Services | 36        | 36        |
| Infrastructure & Operations   | 13        | 13        |
| Organisational Services       | 13        | 13        |
| <b>Total</b>                  | <b>68</b> | <b>68</b> |



# Carried Forward – Quarter Summary

## Activities from Operational Plan 2019-2020

| Vision Outcome             | Complete | 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.

# 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   | <b>Complete</b> | Council's conservation management improvement program incorporates weed management, revegetation works and fire management activities across Redlands Coast. Weed management was undertaken at over 320 sites and over 27,000 plants were planted within conservation reserves. This included 1,839 at Elina Court at Alexandra Hills, 1,840 at Bibury St at Wellington Point, 7,220 at Capalaba Regional Park and 8,371 at Ney Rd at Capalaba. Proactive fire fuel management has occurred across 37 sites on the Southern Moreton Bay Islands and 13 sites on the mainland. Fire trail construction and maintenance (including widening) occurred across 2.9 kilometre on Southern Moreton Bay Islands and 6.75 kilometre on the mainland. Scheduled proactive slashing of 830 fuel reduction zones and 319 blocks was undertaken which equated to almost 9,000 hectares in quarter four.  |
| 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 | <b>Complete</b> | <p>A total of 170 properties were inspected during the reporting period, covering an area of 960 hectares, with 10 advisory notices issued to properties in relation to pest weeds. A focus on the Upper Tingalpa Creek catchment has continued, particularly targeting the Dutchmans Pipe plant species, a threat to the vulnerable Richmond Birdwing Butterfly.</p> <p>Following recent rain events, focus has also been given to water weeds following some high level infestations of water lettuce and Salvinia. This resulted in one biosecurity order being issued, and education to land owners and developers in those areas most affected.</p> <p>Five seizure notices were issued for prohibited biosecurity matter being various Opuntia (cactus) species, one of which was reportable to Biosecurity Queensland within 24 hours, and another provided to the Queensland Herbarium as it was previously absent from their collection.</p> <p>Biosecurity social media posts have been developed and scheduled monthly for the next 12 months.</p> <p>A draft biosecurity awareness campaign is in 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>Data from local pest fish monitoring was supplied to Biosecurity Queensland.</p> |

| Significant Activity   | Op Plan Ref | Key Accountable               | Status          | Comment  |
|--|-------------|-------------------------------|-----------------|--|
| 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 | <b>Complete</b> | <p>Mapping, which utilises the Wildlife Connections Plan and priority area mapping as the base for analysis, has been developed to clarify Environment Separate Charge and environmental program alignments.</p> <p>Council officers continued to refine strategic potential land acquisitions and dedications, in accordance with priorities identified with the Wildlife Connections Plan and/or priority areas.</p>   |
| Conduct erosion and sediment control regulation to minimise environmental impacts from approved development activities.  | 1.1.4       | Community & Customer Services | <b>Complete</b> | <p>There were 27 requests for investigation into potential contaminate release concerns received and responded to through the reporting period. There were 13 investigations concluded, with 14 ongoing.</p> <p>Officers continued to undertake proactive compliance inspection and monitoring. There were 26 proactive cases opened in the quarter, with 18 remaining active for monitoring.</p> <p>Officers continued to undertake professional development training, with enrolment in Certificate IV in Government Investigations.</p>   |
| Continue to progress a program to plant one million native plants across Redlands Coast by 2026.   | 1.1.5       | Infrastructure & Operations   | <b>Complete</b> | <p>The One Million Native Plants Program aims to have planted one million native plants by 2026. During quarter four of the 2020-2021 financial year 27,124 plants were planted within 24 conservation reserves and locations including Bibury Street at Wellington Point, Capalaba Regional Park and Ney Road at Capalaba. In the 2020-2021 financial year the conservation team has planted 69,741 plants across the city. Since the beginning of the program 450,559 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 | <b>Complete</b> | <p>Council officers continued to engage with Department of Environment and Science (DES) and other relevant local government areas regarding the implementation of the State's South East Queensland Koala Conservation Strategy 2020-2025. This included the release of Minjerribah koalas on the Redlands Coast mainland. Eight koalas have been released and are being monitored as part of Council's Ambassador Koala Project by University of Sunshine Coast Koala Research Team. Council officers also collaborated with DES to use the 'Bachelor Campaign' as part of DES South East Queensland breeding season campaign and to promote koala conservation.</p> <p>Three Koala Research Project Annual Report drafts were received, with a review underway with regards to longer term goals and project direction to assist with determining the future scope of works.</p> <p>The Redlands Coast Koala Watch program, which has approximately 120 members, has been promoted via press with radio promotion to commence in July 2021.</p> <p>Social media posts continued to promote the release of Redlands Coast koalas including adventures of Koala Safe Neighbourhood ambassador koalas and special interest stories such as the reunion of Ruby and Eclipse.</p> <p>Bus shelters and social media platforms were utilised for the koala dispersal campaign, with the August to December 2021 Koala Breeding Campaign under development.</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 | <b>Complete</b> | <p>Officers met with technical consultants regarding fauna-friendly movement options as part of the review of Stage One of the Wellington Street upgrade.</p> <p>A presentation on work undertaken as part of Council's Koala Conservation Strategy and Action Plan was delivered to the Cleveland branch of the Probus Club. The request was initiated by a Probus club member who had taken part in a co-design session run by Griffith University aiming to improve community messaging.</p> <p>The installation of an Eastern Osprey nest pole at the Sam Sciacca Oval, Capalaba was successfully completed.</p> <p>An ecological review was undertaken to identify federal, state and locally protected species found within the Redlands Coast, which will be used for consideration in future land management planning.</p> <p>The Coastal Raptors Citizen Science Monitoring Project continued with four nests actively monitored.</p>  |
| Achieve improved environmental outcomes through extension programs delivered in accordance with adopted environmental strategies and plans. | 1.3.1       | Community & Customer Services | <b>Complete</b> | <p>Environmental Partnerships programs continued to focus on recruitment within/adjacent to strategically placed environmental corridors. Council officers conducted 74 property visits across Redlands Coast, providing education on best practice environmental land management. As a result, 2,909 plants were planted in targeted locations on private properties to enhance and restore the natural environment and corridor linkages.</p> <p>In May 2021 two native orchid workshops were conducted at the Redlands IndigiScapes Environmental Education Centre, which educated participants on local native orchids and the conservation of orchids. Participants had the opportunity to learn and apply practical horticultural skills to create an orchid planting to take home and enjoy.</p> <p>Officers created an interactive educational display for visitors to the Environment and Community Fair in June 2021, which was held at the Redlands IndigiScapes Environmental Education Centre. The fair focused on the ecological values of the Redlands Coast and what the community can do to help protect and enhance the natural environment.</p> <p>Environmental education campaigns were delivered via social media, targeting landholders to improve understanding about environmental land management targeting areas identified in the Wildlife Connections Plan and Koala Conservation Action Plan.</p> |
| Enhance the visitor experience of natural assets across Redlands Coast.   | 1.4.1       | Infrastructure & Operations   | <b>Complete</b> | <p>The Eastern Escarpment project is almost complete with the trailhead open for use shortly. New fencing and gates at the Woodlands Drive end of the reserve has been completed to manage access. The lookout platform at the top of Mount Cotton is almost complete (apart from interpretive signage) and offers visitors a unique vista over Redlands Coast and Moreton Bay Islands. The site also offers views to Brisbane, Scenic Rim and Glass House Mountains.</p> <p>A second carpark at Eastern Escarpment Conservation Area has been constructed and provides for additional sealed parking for reserve users, an attractive access to the reserve, supports access to the nearby main trailhead and has allowed for additional revegetation of the carpark surrounds.</p> <p>Redlands Coast reserves are continuing to gain significant positive publicity via social media with many videos of reserve trails now found on the web. Combined trail use figures for Bayview, Redlands Track Park and Eastern Escarpment conservation areas for quarter four total 45,585.</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 | <b>Complete</b> | 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 energy consumption across Council.  |
| Provide educational opportunities to the Redlands Coast community.   | 2.2.1       | Community & Customer Services | <b>Complete</b> | An education and awareness campaign promoting various sustainability-focused products, activities, changes in behaviour and events in which the community can actively participate was delivered via social media. This included the IndigiScapes Eco Market on 4 May 2021 an event held to promote sustainable living and solutions to encourage behavioural change, and the Environment and Community Fair, a community event held on 5 June 2021 promoting awareness of environmental and sustainability issues and to celebrate World Environment Day.  |
| Plan and deliver waste management services to meet current and future needs across Redlands Coast.               | 2.3.1       | Infrastructure & Operations   | <b>Complete</b> | In April and May 2021 Council conducted community consultation on its draft Waste Reduction and Recycling Plan 2021-2025. Council continued to participate in regional waste collaboration processes. The closed Landfill Remediation Strategy for Judy Holt Park was finalised and discussed with the Department of Environment and Science.   |
| Provide kerbside recycling bins and encourage the Redlands Coast community to increase their recycling.          | 2.4.1       | Infrastructure & Operations   | <b>Complete</b> | Local media published a number of articles on waste and recycling which resulted in 1,181 new kerbside green waste services being requested by residents. This is equivalent to capturing an extra 16.8 tonnes of garden organics each fortnight. There were 119 of the larger 340L recycling bins ordered or exchanged during the period enabling residents to store more recyclables at home between collections. A total of 166kg of small e-waste, thongs, beauty products, x-rays and video tapes have been received at the IndigiScapes Recycle Station during quarter four. Redlands Coast domestic recycling rate for quarter four 2020/2021 was 53.8% with a total of 14,901 tonnes being recycled out of the 27,712 tonnes of waste and recyclables handled for the period from both kerbside sources and waste facilities. The high recycling rate can be attributed to the lag effect of the wet weather experienced during February and March 2021, resulting in higher proportions of green waste being collected from kerbside bins or received at the waste facilities. More significantly the processing of timber received at the waste facilities increased and is now sent for beneficial reuse at Council's waste disposal provider. |
| Manage planning for transport initiatives and services, and advocate for public transport across Redlands Coast. | 2.5.1       | Community & Customer Services | <b>Complete</b> | The Weinam Creek Car Share Expression of Interest process was completed. The second Smart Mobility Trial was successfully concluded. A trial of short-term parking for 26 parking spaces in Middle Street and Bloomfield Street, Cleveland was extended to coincide with Council's future consideration of the Cleveland Local Area Transport Plan. Officers had regular meetings with TransLink, with standing agenda items including high frequency public transport and public transport for the Southern Moreton Bay Islands, which are both priorities of the Redlands Coast Transport Strategy.   |



| Significant Activity                      | Op Plan Ref | Key Accountable             | Status          | Comment  |
|---|-------------|-----------------------------|-----------------|--|
| Expand the footpath and cycleway network. | 2.5.2       | Infrastructure & Operations | <b>Complete</b> | A detailed plan for footpaths around the city was developed. The plan identifies city wide and local footpath networks and the missing links in the network. The plan was presented to key internal stakeholders and will be used to form the basis of the footpath capital works program in coming years. |

### 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 | <b>Complete</b> | <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 including the Moreton Bay Ramsar Wetland Stakeholder Network, Monitoring and Evaluation Steering Committee, South East Queensland Environmental Health Monitoring Program Review, South East Queensland's Water by Design Steering Committee and the Resilient Rivers Initiative.</p> <p>A Council officer chaired the Water by Design Steering Committee throughout 2020/2021. Council invited Healthy Land and Water to deliver a community education workshop at the Environment and Community Fair on 5 June 2021, which focused on habitat restoration and celebrating World Environment Day.</p> <p>The Redlands Coast Bay and Creeks Plan 2021-2031 was adopted by Council in June 2021. The Plan and associated Action Plan incorporates opportunities to deliver on the Council-endorsed Lower Brisbane-Redland Coastal Catchment Action Plan and informs Council's strategic and operational intent in planning and managing waterways.</p> <p>The 2020/2021 Ambient Waterways Monitoring program, which aims to provide better insight into the health of the catchments, assist with identifying sources of pollution and flag opportunities for improving catchment and waterway health, was delivered in a new format.</p> |
| Work with island communities to identify and understand community service issues and responses.                                | 3.2.1       | Infrastructure & Operations   | <b>Complete</b> | <p>Council continued to provide support to a Homelessness Response Program and service coordination on Russell Island. This support included:</p> <ul style="list-style-type: none"> <li>a) Two person-centred emergency preparedness training sessions on Macleay and Russell Islands. This training assists people with disabilities to create a plan for their needs in emergencies;</li> <li>b) Three community governance training sessions on Lamb Island (two) and Russell Island (one);</li> <li>c) One training session on Lamb Island which was aimed at community groups who operate on the islands.</li> </ul>  |

| Significant Activity   | Op Plan Ref | Key Accountable             | Status          | Comment   |
|--|-------------|-----------------------------|-----------------|---|
| Continue to develop and implement the Redland City Council Coastal Hazard Adaptation Strategy. | 3.3.1       | Infrastructure & Operations | <b>Complete</b> | <p>All technical work on the Coastal Hazard Adaptation Strategy has now been completed. This includes the eight phase reports as well as hazard modelling, risk assessments and economic modelling and an implementation plan. All project deliverables have been finalised and endorsed by Councils Coastal Adaptation Steering Committee. The project co-founding partner, Local Government Association of Queensland (LGAQ) has also approved the report.</p> <p>Council is currently one of only six, and the only non-regional local government, to have completed the final phase of the Coastal Hazard Adaptation Strategy. (LGAQ QCoast2100 program webpage).</p> <p>A report is being drafted for an upcoming General Meeting of Council recommending the formal adoption of the Coastal Hazard Adaptation Strategy. Scoping of implementation actions has begun in light of the approved 2020-2021 financial year budgets.</p>  |
| Improve access provisions to Moreton Bay.  | 3.4.1       | Infrastructure & Operations | <b>Complete</b> | <p>Work continues on the drafting of a Foreshore Access Policy and plan, to guide the provision of foreshore access infrastructure. This has included a review of the existing network, the development of a functional typology and target rates of provision. The scope of the work has increased as opportunities to incorporate other types of infrastructure and activity have been identified. The initial scoping and technical work on this has been completed. The next stage has identified the need for a technical review and an engagement plan.</p> <p>Council has made progress in addressing the priority sites for new and upgraded recreational boat ramp infrastructure. This includes progressing planning and land actions for landside upgrades in a number of locations to improve the usability of existing ramps and ongoing negotiations with the Department of Transport and Main Roads regarding funding commitments for a new recreational boat ramp to cater for growth in the southern part of the City.</p> <p>Delivery of the Southern Moreton Bay Island Ferry Terminal Upgrade Project is underway. The design process is nearing completion for all four sites, with the detailed design including re-purposing existing ferry pontoons into recreational boating facilities to provide significantly improved access for recreational facilities on and around the Southern Moreton Bay Islands. The tender for a construction contractor has been awarded and fabrication works for components of the ferry terminal process has commenced.</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       | <b>Complete</b> | The Quandamooka Cultural Day training was attended by 18 employees. The Neembeeba Binung Gana (look, listen, understand) Elders Cultural Day, run by Minjerribah Moorgumpin Elders-in-Council, was attended by 30 employees. The Indigenous Information Session run by Council was attended by 26 employees. All Indigenous training days continued to be promoted throughout Council.  |
| Promote awareness and understanding of Quandamooka culture.   | 4.2.1       | Organisational Services       | <b>Complete</b> | Council continued to promote Quandamooka culture through its media and communication channels. This included promotion of Quandamooka cultural events at Council's libraries and art galleries, and support of National Aborigines and Islanders Day Observance Committee (NAIDOC) Week events scheduled for July 2021. Where known, Jandai language names were used in media communications and a fortnightly acknowledgement of Redlands Coast Traditional Owners was included in print advertising. Acknowledgement of Country and Elders continued in speeches and presentations. |
| Promote Indigenous events and celebrate Quandamooka and Aboriginal and Torres Strait Islander culture.  | 4.2.2       | Organisational Services       | <b>Complete</b> | Council continued to implement actions in the Kanara Malara - One People 2019-2021 Internal Redland City Council Reconciliation Action Plan. The Reconciliation Implementation Committee visited the Enoggera Army Base to share Indigenous journeys and stories with Army personnel. National Reconciliation Week was recognised with Council being involved in various activities involving both community members and staff.   |
| Support delivery of Indigenous Land Use Agreement (ILUA) commitments.   | 4.3.1       | Organisational Services       | <b>Complete</b> | Council continued to manage the Indigenous Land Use Agreement (ILUA) sub-committees and monitor progress of ILUA activities. The quarter three ILUA quarterly report for 2020-2021 year was presented to the Executive Leadership Team (ELT) in May 2021. The quarter four ILUA quarterly report for 2020-2021 will be presented to ELT on 26 July 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 | <b>Complete</b> | Council officers arranged delivery of a training program on North Stradbroke Island (Minjerribah) for 24 employees of the North Stradbroke Island Aboriginal & Islanders Housing Co-operative Society Ltd, and continued to work with the Queensland Government for the delivery of projects under the Minjerribah Futures transition program.  |

## 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 | <b>Complete</b> | The Redlands Coast Smart Mobility Trial at Raby Bay was completed. The second deployment of the RACQ Smart Shuttle carried 1564 passengers and travelled 3,517 kilometres, while predominantly operating in autonomous mode.<br><br>The Redland Bay Car-Share Trial was completed.<br><br>A Cleveland Short Term Parking Trial was extended to August 2021.   |
| 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 | <b>Complete</b> | 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   | <b>Complete</b> | The Wastewater Treatment Strategic Planning Study has been further developed with consideration of environmental release constraints through preparation of an Adaptive Planning Pathway Report. This Adaptive Planning Pathway describes a series of decisions and investigations on the way forward for the augmentation of wastewater treatment plants in Redlands.  |
| Develop solutions to upgrade the Capalaba Wastewater Treatment Plant.   | 5.1.4       | Infrastructure & Operations   | <b>Complete</b> | The adaptive planning pathway for wastewater treatment plants recommends detailed environmental and technical assessments of the options for the treatment of wastewater from the Capalaba catchment which may not result in an upgrade of the current assets. While this work was completed, minor upgrades to allow for the continued operation of the current treatment plant have been completed.   |
| Finalise the Cleveland Centre Traffic and Transport Strategy.   | 5.1.5       | Community & Customer Services | <b>Complete</b> | The draft Cleveland Centre Local Area Transport Plan has been finalised for consideration at a future General Meeting.  |
| 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 | <b>Complete</b> | City Plan Major Amendment (04/20): Medium Density Residential zone code review received Ministerial approval to proceed to public consultation without conditions. Council also considered a report relating to major amendments to the City Plan 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 report addressing this matter is required to be tabled at the September 2021 General Meeting. Officers are finalising the drafting of City Plan Major Amendment (02/20): General Amendment. |

| 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 | <b>Complete</b> | Liaison continued with internal stakeholders to implement or schedule delivery of actions identified in the Cleveland Centre Traffic and Transport Action Plan 2019-2020.   |
| Coordinate a place management program for key activity centres and contribute to master planning for precincts.             | 5.2.1       | Community & Customer Services | <b>Complete</b> | A draft centres management approach for Cleveland was developed based on a comprehensive review of the Cleveland Master Plan and considered application of priorities. Immediate Cleveland place management issues across streetscape, access and trader signage were managed or resolved. Council provided support to the Redlands Coast Chamber of Commerce to deliver a Cleveland Productive Precinct workshop.  |
| Coordinate planning and guidance for future development and infrastructure delivery for local areas across Redlands Coast.  | 5.2.2       | Community & Customer Services | <b>Complete</b> | <p>Council received approval from the Planning Minister to proceed to public consultation on City Plan Major Amendment (05/19): South West Victoria Point Local Plan, subject to conditions. A further report will be presented to Council at a future General Meeting to address the conditions imposed by the Minister and to seek approval to commence public consultation.</p> <p>Council deferred consideration of a public submission report and proposed planning scheme amendment prepared in response to public consultation on the draft preferred future land use intents for the Southern Thornlands Potential Future Growth Area.</p>  |
| Identify and protect places of European heritage significance.  | 5.2.3       | Community & Customer Services | <b>Complete</b> | Council received approval from the Planning Minister to commence Heritage Major Amendment Package (03/19), subject to one condition which requires the removal of one property at Dunwich that has recently been listed on the State Register. Officers will prepare a report for a future General Meeting seeking approval to commence Heritage Major Amendment Package (03/19), and repeal the existing Temporary Local Planning Instrument.  |
| Progress the Redlands Coast Adventure Sports Precinct Project.  | 5.2.4       | Community & Customer Services | <b>Complete</b> | <p>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. The project plan was updated, with project risks reviewed.</p> <p>Engagement was maintained with the State Government 2032 Olympic and Paralympic Games Taskforce regarding the event city opportunity for the precinct. Council contributed to the Brisbane 2032 Olympic and Paralympic Games proposal, including legacy, sustainability and Olympic venue related requirements.</p> <p>A meeting of the Redlands Coast Adventure Sports Precinct Industry Stakeholder Reference Group was held on 22 April 2021, with an update provided following the Special General Meeting on 27 May 2021.</p> |
| Maintain effective systems and processes that underpin quality and timely decision making for development applications.     | 5.3.1       | Community & Customer Services | <b>Complete</b> | Ongoing improvements to systems and processes for development applications were made to ensure good decision making in a timely manner. This included system testing, development of new event processes for pre-lodgement meetings and implementation of Development.i, which replaced PD Online. Development.i delivers a more user-friendly interface for customers seeking information on development applications.   |
| Contribute to implementation of a South East Queensland (SEQ) City Deal.  | 5.4.1       | Community & Customer Services | <b>Complete</b> | Council contributed to progressing development of the South East Queensland (SEQ) City Deal between the Council of Mayors (SEQ) and the Queensland and Federal Governments.   |

## 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 |
|----------------------|-------------|-----------------|--------|---------|
|----------------------|-------------|-----------------|--------|---------|

| Significant Activity  | Op Plan Ref | Key Accountable               | Status          | Comment   |
|---|-------------|-------------------------------|-----------------|---|
| Develop Redlands Coast Destination Management Plan 2021-2026.     | 6.1.1       | Organisational Services       | <b>Complete</b> | <p>Council continued the development of the new Redlands Coast Tourism Destination Management Plan 2021-2026, which included internal review and consultation. Council provided regular updates, information and resources to tourism and event organisers regarding COVID-19 restrictions.</p> <p>Council produced 10 industry e-newsletters sent to more than 500 operators.</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 403,298 people.</p> <p>Council successfully delivered six new destination entry signs across the City which included the place name Redlands Coast on Quandamooka Country. This replaced the old entry signs which were damaged, faded and vandalised.</p> <p>Council promoted Cleveland tourism experiences on Channel Seven's Weekender series with local tourism operators showcased including The Lighthouse Restaurant, Moreton Bay Beach Lodge, and Bay Island Water Sports.</p> <p>Council nominated and was a finalist in the Queensland Tourism Top Town Awards. Council submitted videos, destination images, editorial copy and a five-day itinerary visiting our islands, mainland and hinterland villages.</p> <p>As part of Redlands Coast destination marketing initiatives Council, in partnership with Brisbane Economic Development Agency (Brisbane EDA), Tourism and Events Queensland and the Queensland Government, contributed towards the Brisbane Holiday Dollars program to drive visitation to the region and raise awareness of the region. A total of 16 local Redlands Coast tourism operators participated in the Brisbane Holiday Dollars Program which was designed to support tourism operators and accommodation providers who have been affected by COVID-19. Council developed a Destination Marketing Campaign that focused on promoting the winter experiences in the region. The campaign commenced on 21 June 2021, for a six-week period and covered Greater Brisbane, Gold Coast, Sunshine Coast and Toowoomba. The campaign included advertisements on Redlands Coast social media platforms, 31 digital billboards, 106 retail screens, local bus stop signs and digital display screens and YouTube advertisements. The internationally award-winning destination video was also screened at more than 10 cinemas across South East Queensland commencing on 17 June 2021 for a six week period.</p> <p>Council delivered two CrisisReady Redlands Coast industry development workshops on 5 May 2021 at North Stradbroke Island (Minjerrabah) and 6 May 2021 (Alexandra Hills Hotel). The CrisisReady Redlands Coast workshop focused on building tourism industry knowledge, awareness and resilience to help local operators plan, action and recover from natural disasters and emergency events through the delivery on a mobile application which acts as the business continuity plan. CrisisReady Redlands Coast was funded by the Department of Communities, Disability Services and Seniors.</p> <p>Council continued to work with Queensland Government's Department of Tourism, Innovation and Sport through the Minjerrabah Futures team, Brisbane Economic Development Agency, Tourism and Events Queensland and EarthCheck to develop new tourism experience offerings on North Stradbroke Island (Minjerrabah) as well as a campaign on social media to promote North Stradbroke Island (Minjerrabah) as a destination of choice. These initiatives are part of the Minjerrabah Futures Economic Transition Strategy.</p> <p>The Redlands Coast Visitor Information Centre received 1,317 walk in, written and telephone visitor enquiries, and received more than 22,880 views on the tourism website. A total of 289,073 people were reached on Facebook with 56 posts, while 91,345 people were reached on Instagram with 47 posts and stories.</p> |
| Implement the Redlands Coast Smart and Connected Cities Strategy. | 6.1.2       | Community & Customer Services | <b>Complete</b> | Work continued on development of the draft Redlands Coast Smart and Connected City Strategy.  |



| 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       | <b>Complete</b> | Council continued to deliver actions in the Redland City Events Strategy and Action Plan 2017-2022 including the draft request for quotation for the event attraction prospectus and event value and impact analysis. Council also provided support, advice and assistance to community event organisers to plan and deliver COVID-19 safe events in line with the State Government's COVID-19 restrictions on events and gatherings. This included regular meetings, teleconferences, workshops and communication between event organisers and key Council and State Government departments. Council delivered an Event Management Masterclass for community event organisers on 15 June 2021 at the Alexandra Hills Hotel which focused on attracting event sponsorship and event marketing and promotion. Council facilitated the delivery of the targeted funding program for signature and civic events which included the ANZAC day ceremony at Cleveland and RedFest Strawberry Festival. Council facilitated the delivery of eight community events attended by 10,268 people. Council distributed 10 industry e-newsletters to tourism and event operators. Council delivered seven COVID-19 safe events attended by 3,910 people. Events included the two Birkdale Community Precinct Open Days, the Birkdale Community Precinct Stakeholder Forum, Candle Lighting Vigil, Local Government Managers Australia Awards for Excellence and two Citizenship Ceremonies. |
| Deliver events, activities and workshops that contribute to bringing economic and social benefits for the Redlands Coast community.        | 6.2.2       | Community & Customer Services | <b>Complete</b> | <p>Council delivered a range of events including a post JobKeeper Community Solutions workshop, inaugural Redlands Coast Young Legends Awards, provision of weekly support to a homelessness and service coordination response on Russell Island, a Young Leaders Workshop on the Birkdale Community Precinct, Redland Prevention Together workshop in partnership with the Queensland Police Service, two Person-Centred Emergency Preparedness training sessions on Macleay Island and Russell Island, Aspire Redlands Coast Careers Expo, and Community Governance Training on Lamb Island and Russell Island.</p> <p>Demystify the Digital Landscape Grow Your Business Workshops were held on Macleay Island and at the Alexandra Hills Hotel. The final meeting of the Regional Skills Investment Strategy Health Care and Social Assistance Reference Committee was held, coinciding with the graduation of 24 North Stradbroke Island Aboriginal &amp; Islanders Housing Society Ltd employees on North Stradbroke Island (Minjerribah). A Business Brews networking event was held in Capalaba in June.</p> <p>Council also supported delivery of a Trade and Investment Queensland Deloitte Investment Readiness Workshop at Redland Bay Golf Club and two Regional Development Australia Logan and Redlands Digital Click events, held on Macleay Island and at the Alexandra Hills Hotel.</p>  |
| Continue to roll-out the city's new destination brand, Redlands Coast - Naturally Wonderful.   | 6.2.3       | Organisational Services       | <b>Complete</b> | The Redlands Coast brand continued to generate awareness via two websites, social media and digital advertising as well as Council-owned bus shelters. Council developed a Destination Marketing Campaign which focused on promoting the winter experiences in the region. The campaign commenced on 21 June 2021, for a six-week period and covered Greater Brisbane, Gold Coast, Sunshine Coast and Toowoomba. The campaign included advertisements on the Redlands Coast social media platforms, 31 digital billboards, 106 retail screens, local bus stop signs and digital display screens, YouTube advertisements and cinema advertising. A total of 289,073 people were reached on the Redlands Coast Facebook page with 56 posts, while 91,345 people were reached on the Redlands Coast Instagram account with 47 posts and stories. The Redlands Coast brand is also promoted on Council's newly installed Destination Entry Signs located at six entry points into the region.  |
| Coordinate Redland City Council's involvement in the implementation of the Queensland Government's Minjerribah Futures transition program. | 6.3.1       | Community & Customer Services | <b>Complete</b> | Council continued to work closely with the Queensland Government on the implementation of the State's Minjerribah Futures Program.   |
| Identify and develop strategic opportunities for Redland City Council land holdings.   | 6.4.1       | Community & Customer Services | <b>Complete</b> | Redland Investment Corporation worked closely with the Shayher Group to progress the proposed master plan and finalise commercial agreements for the Capalaba Town Centre redevelopment.   |

| Significant Activity  | Op Plan Ref | Key Accountable               | Status          | Comment   |
|---|-------------|-------------------------------|-----------------|---|
| Provide secretariat support for the Redland City Economic Development Advisory Board (EDAB).  | 6.5.1       | Community & Customer Services | <b>Complete</b> | Meetings of the Redlands Economic Development Advisory Board were suspended during 2020/2021 while a review of Board was undertaken. At the General Meeting of 16 June 2021, Council resolved to note that the Board had achieved its objectives and would be discontinued.   |
| Deliver industry-enabling action plans and a targeted investment attraction strategy.   | 6.5.2       | Community & Customer Services | <b>Complete</b> | <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> <p>The Aspire Redlands Coast Careers Expo was held on 4 June 2021, with 52 exhibitors and more than 300 people in attendance. The Expo provided the opportunity for young people and job seekers to explore career and education pathways. Engagement with education stakeholders including members of the Redlands Education and Training Roundtable was regularly maintained.</p> <p>A focus group discussion with manufacturers was undertaken to understand the issues and challenges they faced and to identify solutions that will facilitate industry growth. The findings will be a key input in the development of the draft Manufacturing Industry Sector Plan, which Council continued to progress.</p> <p>A manufacturing training package was approved under the State Government's Regional Skills and Investment Strategy program, which addresses upskilling need in programming computer-aided-design and computer-aided-manufacturing (CAD/CAM), and computerised numeric controlled (CNC) machines. The training opportunity will be piloted on Redlands Coast.</p> <p>Work continued on strengthening the network of local manufacturing businesses through a Business Brews event.</p> |
| Review Redland City Council's economic recovery response to COVID-19.   | 6.5.3       | Community & Customer Services | <b>Complete</b> | Council continued to monitor the impact of COVID-19 on businesses and communities through engagement with key stakeholders including meetings of the COVID-19 Coordination Group, COVID-19 Finance and Economic Recovery Group, and COVID-19 Community Recovery Group. Business workshops were held in May 2021 to provide support and improve capacity of businesses to respond to the challenges of COVID-19 and its related restrictions. Council's Social and Economic Recovery Plan continued to be refined to ensure initiatives to support community and business were targeted and appropriate.   |
| Facilitate the Toondah Harbour Priority Development Area (PDA) in partnership with Economic Development Queensland.                 | 6.6.1       | Community & Customer Services | <b>Complete</b> | The Environmental Impact Studies for the Toondah Harbour Priority Development Area are being finalised, and will be made publicly available once submitted to the Federal Government.   |
| Facilitate the development of the Weinam Creek Priority Development Area (PDA) in partnership with Economic Development Queensland. | 6.6.2       | Community & Customer Services | <b>Complete</b> | The final draft master plan for the Weinam Creek Priority Development Area has been submitted to Economic Development Queensland for assessment. The consultant team has worked through design queries regarding the main parking area, road network and open space. The draft master plan is expected to go to public notification in the next quarter.  |

## 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 | <b>Complete</b> | <p>Redland Performing Arts Centre (RPAC) experienced a high level of activity with large audience numbers and many sold out performances. Total RPAC attendance exceeded 10,000 patrons, visitors and venue users. About 200 regular RPAC patrons were rewarded by an invitation to Act 2 Season Program: May to August 2021. Extended community and local artist development programs included an Inaugural Artist Fair on Quandamooka Country and Local Artist Symposium. These initiatives supported future development of the local arts sector.</p> <p>Regional Arts Development Fund (RADF) Grant funds totalling \$64,000 were awarded to support local arts projects and performances. 47% of these grants were distributed to projects that connect Indigenous artists, cultures and stories. A preliminary workforce and systems review at RPAC indicated an uplift of venue utilisation for community and professional activity, and preparedness for the 2021/2022 financial year.</p> <p>Redland Art Gallery (RAG) presented 12 exhibitions, with three foyer features at RAG Cleveland and RAG Capalaba, the RPAC Mezzanine and RAG Red Box. 4,361 people visited RAG, with 25 public programs attracting 608 participants. The work of eight local artists featured in five exhibitions including: Recent Acquisitions include works from the RAG Collection; Singing Up Spirit of the Land; Response: Carol McGregor; Hyper-real; and First Nations textiles from the RAG Collection.</p> <p>Council facilitated the delivery of eight community events attended by 10,268 people. Council delivered seven COVID-19 safe events attended by 3,910 people. Events included two Birkdale Community Precinct Open Days, Birkdale Community Precinct Stakeholder Forum, Candle Lighting Vigil, Local Government Managers Australia Awards for Excellence, and two Citizenship Ceremonies.</p> |
| Plan, provide and advocate for essential social infrastructure for Redlands Coast community activities. | 7.2.1       | Community & Customer Services | <b>Complete</b> | At its General Meeting of 21 April 2021 Council adopted the Redlands Coast Age-Friendly Action Plan 2021-2026. Implementation of year one of the Action Plan commenced in May 2021.   |

| Significant Activity   | Op Plan Ref | Key Accountable               | Status          | Comment  |
|--|-------------|-------------------------------|-----------------|--|
| Improve sport and recreation club sustainability and strategic planning. | 7.2.2       | Infrastructure & Operations   | <b>Complete</b> | <p>Council held a sports networking session in June 2021 at the Redland Sporting Club. The session was open to sport and recreation clubs across the City and focused on interaction, learning and idea-sharing. The 17 clubs in attendance discussed club operational information, current membership base, priorities and challenges.</p> <p>It is now planned to tailor future networking sessions to cover specific topics to further support clubs.</p> <p>During Quarter four Council continued to work closely with the 70 sport and recreation clubs across the mainland and Southern Moreton Bay Islands to provide support during COVID-19 restrictions.</p> <p>Key works were completed through the Capital Infrastructure (Maintenance) program at Redlands Multisport Club, Capalaba Warriors Rugby League and Capalaba Football Club.</p>  |
| Plan for effective sport and recreation across Redlands Coast.           | 7.2.3       | Infrastructure & Operations   | <b>Complete</b> | <p>The implementation of the Redlands Coast Sport and Recreation Precinct Master Plan continued with a concept design workshop held 5 May 2021. Community clubs and internal stakeholders continued to be involved in providing design feedback. Additionally an information session was provided to Redland Rugby League on 5 May 2021 to help explain the opportunities and design features of the Precinct. On 16 June 2021 Council confirmed the four primary tenants for the Redlands Coast Sport and Recreation Precinct, with significant communications and media for this major step for this catalyst project. Communication activities included a fly through, site signage, media release, social media, advertisements, confirmed club tenants supporting video and webpage updates. The final concept design package was delivered at the end of June 2021. Preliminary brief development for the next phase of preliminary design commenced in preparation for 2021-2022 financial year budget approval.</p> <p>Implementation of the Active Recreation and Sports Facilities Action Plan (Optimisation Study) is being scoped for future budget development and inclusion. Suitable land identified to potentially meet the current and future sport and recreation needs will be progressed through the Property Investment Framework and a future report to Council.</p> |
| Plan for future uses of the Birkdale land and Willard's Farm sites.      | 7.2.4       | Community & Customer Services | <b>Complete</b> | <p>Community engagement (vision development stage) including community open days and a stakeholder workshop were completed, with results presented to Council at the General Meeting on 27 May 2021. Council adopted the community engagement outcomes and resolved the next steps in progressing the Birkdale Community Precinct, commencing with drafting of the vision for the precinct.</p> <p>Ongoing heritage and environmental management responsibilities commenced, including:</p> <ul style="list-style-type: none"> <li>- Cultural Heritage Handbook</li> <li>- WW11 relics site archaeological investigation</li> <li>- Koala habitat and population surveys</li> <li>- Willard's Farm Conservation Management Plan</li> <li>- Environmental Works and Land Management Plan</li> </ul> <p>The consultant for vision development was appointed, with preliminary drafting underway.</p> <p>Willard's Farm stabilisation works were undertaken and a program of further restoration works for the next two years was drafted to inform ongoing decision making.</p>  |
| Deliver Redland City Council's Grants and Sponsorship Program.           | 7.3.1       | Community & Customer Services | <b>Complete</b> | <p>Council successfully administered the 2020-2021 Community Grants Program, providing financial assistance to community organisations and sporting clubs experiencing financial and operational hardship due to COVID-19. A total of 32 Organisation Support (Sustainability) grants were approved to the value of \$140,675, and 29 Capital Infrastructure (Maintenance) grants were approved to the value of \$108,834.</p>   |

| Significant Activity  | Op Plan Ref | Key Accountable                                | Status          | Comment  |
|---|-------------|--|-----------------|--|
| 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                  | <b>Complete</b> | Redland City Council Libraries continued to operate under a COVID-19 Safe Plan with social distancing, contact tracing and other safety arrangements in place. Amity Point Library remains closed, however the home delivery service continued to service 16 clients. Events, programs and outreach services operating under a COVID-19 safe event checklist serviced 6,678 participants. Programs included First 5 Forever, English as a Second Language, Book Club, Author talks and School Holiday activities. Libraries hosted two events for National Reconciliation Week, with 98 attendees and 150 Jandai Literacy bags provided to new library members aged 0-5 years. Book club kits were introduced for clients to start their own book clubs, with 15 of the 22 available kits on loan. Pop-up Libraries and home delivery services continued with COVID Safe measures in place. Libraries were closed for the period of the Redland Local Government Area lockdown announced on 29 June 2021, with all programs cancelled. |
| Continue to review volunteer engagement in Redland City Council.  | 7.4.1       | People, Culture and Organisational Performance | <b>Complete</b> | Seven new work experience placements occurred in this quarter in the Community and Customer Services Department, with several additional enquiries. Volunteers are managed directly with the placement area. IndigiScapes had approximately 426 volunteers this quarter in its Bushcare (412), Nursery (13) and Gardens (1) units. Numbers are much higher this quarter than last quarter. The Animal Shelter volunteer applications are still closed due to COVID-19.   |
| Build disaster resilience.  | 7.5.1       | Organisational Services                        | <b>Complete</b> | Disaster Management attended multiple events across the City to deliver community education in the area of disaster preparedness, including Community Champions holding disaster management awareness stalls on the Southern Moreton Bay Islands. Redland SES conducted its regional exercise in June 2021 to train SES members, multiple agencies, Brisbane City Council, Redland City Council and Queensland University Technology Paramedic students, in the simulated evacuation of an aged care home. The exercise was conducted at Queensland Police Academy. Redland City Council met with Brisbane City Council and Rural Fire to commence the collaborative crossborder fire preparedness campaign.   |
| Review Redland City Council's community recovery response to COVID-19.  | 7.5.2       | Community & Customer Services                  | <b>Complete</b> | A post JobKeeper Community Solutions Workshop was held on 22 April 2021 to discuss ongoing outcomes and responses to COVID-19, specifically through a homelessness response lens. The fourth meeting of the Community Recovery Group was held on 25 May 2021. Phase one of the "From Vulnerability to Resilience, A distinctly Redlands Coast approach" project was finalised. Council secured additional grant funding of \$95,021 from the Queensland Government's Bushfire flexible funding grants to extend the Community Resilience Project Coordinator for a further 10 months.  |

## 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                        | <b>Complete</b> | The Information Management team has successfully completed stage one of the Fibre Project delivering connectivity to Council's IndigiScapes and critical infrastructure. This infrastructure will be accessible to both the community and commercial businesses within the city. The team has also completed the development of Council's internal corporate reporting system which will enable both efficiencies and digital transformation within Council. The financial system transition is well underway in collaboration with our technology vendor and the team is currently working with Council's business units to define a cloud strategy.   |
| Improve Redland City Council asset management.                             | 8.2.1       | Organisational Services                        | <b>Complete</b> | Council has taken a pragmatic approach to improving our asset management data, focused on the water supply network. Workshop sessions have been completed with key stakeholders for each stage of the asset lifecycle to support decision making and reporting. The development of DecAid, a strategic planning tool, was completed through the Strategic Spatial Intelligence Transformation Project and was partly funded by the State Government, enhancing our 10 year capital planning. Training in the use of DecAid has been rolled out to all stakeholders.   |
| Develop and implement a new corporate plan.                                | 8.3.1       | People, Culture and Organisational Performance | <b>Complete</b> | The Corporate Plan delivery has continued to align 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. The project mandates have been completed and used to inform and prepare the Strategic Roadmap. The Strategic Roadmap was presented to the Executive Leadership Team on the 31 May 2021 with feedback and suggestions acknowledged and incorporated into the current graphic design stage. The Strategic Roadmap has been included on the Councillor Briefing and General Council Meeting Agenda for presentation. |
| Improve strategic alignment and delivery.                                  | 8.3.2       | People, Culture and Organisational Performance | <b>Complete</b> | 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 has 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 | <b>Complete</b> | New goal categories have been created in MyGoals (performance management system) to better reflect Council's work context. Confirmation that cascading goals of leaders to team members through Council's Human Resource Information System is achievable and will go live in August 2021.  |

| Significant Activity   | Op Plan Ref | Key Accountable                                | Status          | Comment   |
|--|-------------|--|-----------------|---|
| Deliver the Procurement Transformation Program.  | 8.3.4       | Organisational Services                        | <b>Complete</b> | The Procurement Transformation Program is on track with key activities undertaken during quarter four including the release of the live Procurement Portal for key stakeholders, increased contract management training and performance reporting, roll out of procure safety training package, delivery of category management training and data analytics, and purchase of a new contract management system.  |
| Prioritise, define and manage Redland City Council's portfolio of projects.  | 8.3.5       | Organisational Services                        | <b>Complete</b> | The management of Council's portfolio is facilitated through Portfolio, Program and Project Governance Forums. The 2021-2022 capital portfolio development and prioritisation is complete, and budget adoption occurred on 24 June 2021.  |
| 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 | <b>Complete</b> | People Strategy 2021-2026 was endorsed by the Executive Leadership Team for adoption in July 2021, thereby supporting the progression of diversity and inclusion initiatives. The diversity and Inclusion strategic working group was formed. Collaborations were formed with other Councils to bring insight to Council's draft roadmap for delivery. The change management portfolio added two new change projects and one concluded.   |
| Support and enable improvement and innovation.   | 8.4.2       | People, Culture and Organisational Performance | <b>Complete</b> | Council is currently refining its ability to support and enable improvement and innovation by developing a Business Transformation Strategy and also further mature the benefits management capability with the development of a Benefits Management Framework. The Transformation Savings Fund has sponsored a number of innovative projects this quarter including the pilot installation of smart solar compacting bins in Wellington Point Recreation Reserve, installation of cemetery beams to expand cemetery opportunities at Redland Bay Cemetery and resource funding for accelerating implementation of a new software platform to advance its identified benefits. In addition, a number of strategic procurement outcomes have realised savings across Council resulting in a reduction in budget needs for future financial years.  |
| Conduct community engagement on a diverse range of issues.   | 8.5.1       | Organisational Services                        | <b>Complete</b> | <p>Council engaged the community on a number of key strategic projects including the Draft Waste Reduction and Recycling Plan, the Water and Wastewater Customer Commitment Standard and the Birkdale Community Precinct.</p> <p>Council also provided updates to the community and key stakeholders on various projects including the Temporary Commercial Use of Parks, Geoff Skinner Wetlands Reserve, Southern Thornlands Potential Future Growth Area and Beth Boyd Park Upgrade.</p> <p>Council leveraged all communication and advertising channels to create awareness of current community engagement projects, including advertisements in media releases, web sliders, social media, email, magazines and more. Awareness of community engagement projects was also supported through signage, outdoor and media advertising, geo-targeted social media and direct mail.</p> <p>Council used a range of engagement tools to capture feedback from the community and key stakeholders regarding engagement projects, including through the Your Say Redlands Coast website survey and submission forms, community engagement pop-ups at high-traffic locations around the city and face-to-face meetings with Young Leaders. In the period a reference group was established to assist Council with planning for active travel.</p> |