

Operational Plan 2021-2022

Performance Report

October to December

Quarter Two (Q2)



Operational Plan Performance Reporting















The *Local Government Act 2009* requires Council to adopt an operational plan each year. The Operational Plan 2021-2022 (the Plan) is an important planning document which sets out how Council intends to implement the Corporate Plan 'Our Future Redlands – A Corporate Plan to 2026 and Beyond'.

The Plan is structured to reflect the seven goals (themes) of the Corporate Plan, and outlines 30 catalyst project activities and 37 key initiative activities that are planned to be delivered in the 2021-2022 financial year.

The *Local Government Regulation 2012* requires the Chief Executive Officer to present a written assessment of Council's progress towards implementing the annual operational plan at meetings of Council, at least quarterly.

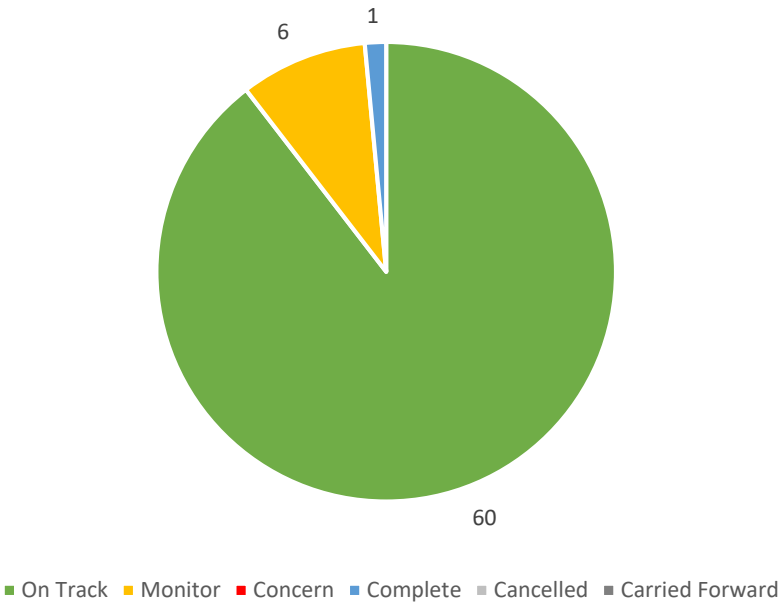
The Operational Plan Quarterly Performance Report includes a progress and status update for each activity for catalyst projects and key initiatives outlined in the Plan. The report provides commentary by exception on activity tasks that have a monitor or concern status. In addition, the report provides Key Activities and Highlights under each goal (theme) of the Corporate Plan and links to resources which provide further information and updates for the community.

What's in the Operational Plan 2021-2022?

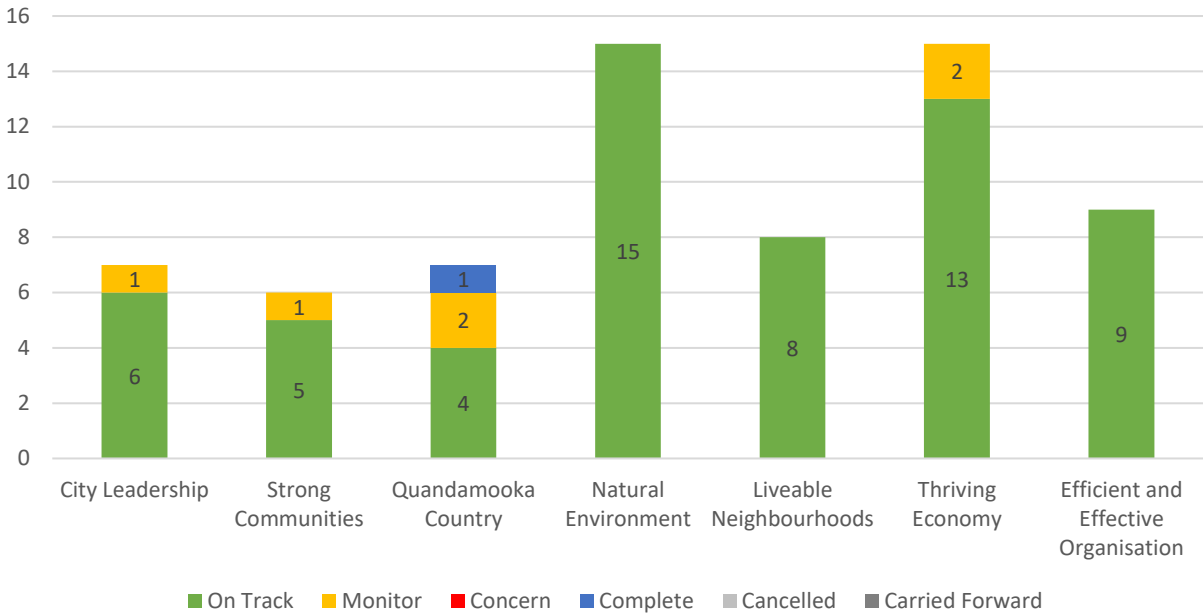
Goals (Themes)	Catalyst Project Activities	2021-2026 Key Initiative Activities	Status Year to Date
 CITY LEADERSHIP	3	4	
 STRONG COMMUNITIES	3	3	
 QUANDAMOOKA COUNTRY	3	4	
 NATURAL ENVIRONMENT	4	11	
 LIVEABLE NEIGHBOURHOODS	4	4	
 THRIVING ECONOMY	8	7	
 EFFICIENT AND EFFECTIVE ORGANISATION	5	4	

Operational Plan 2021-2022 Activity Progress

Operational Plan Activity Status



Operational Plan 2021-2022 Activity Progress

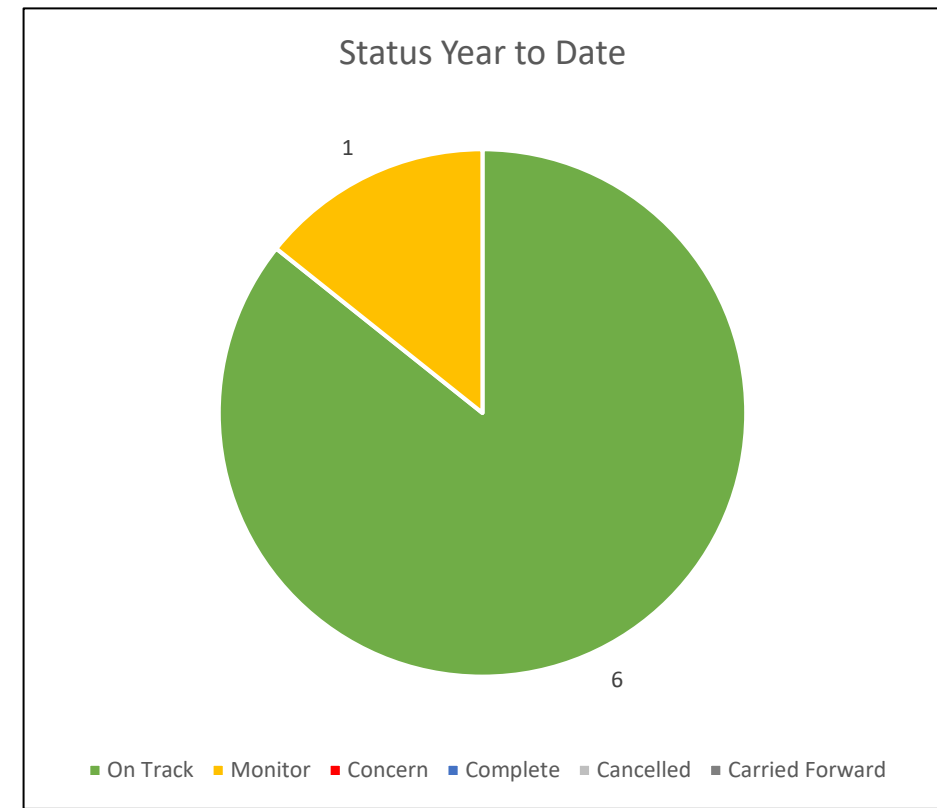
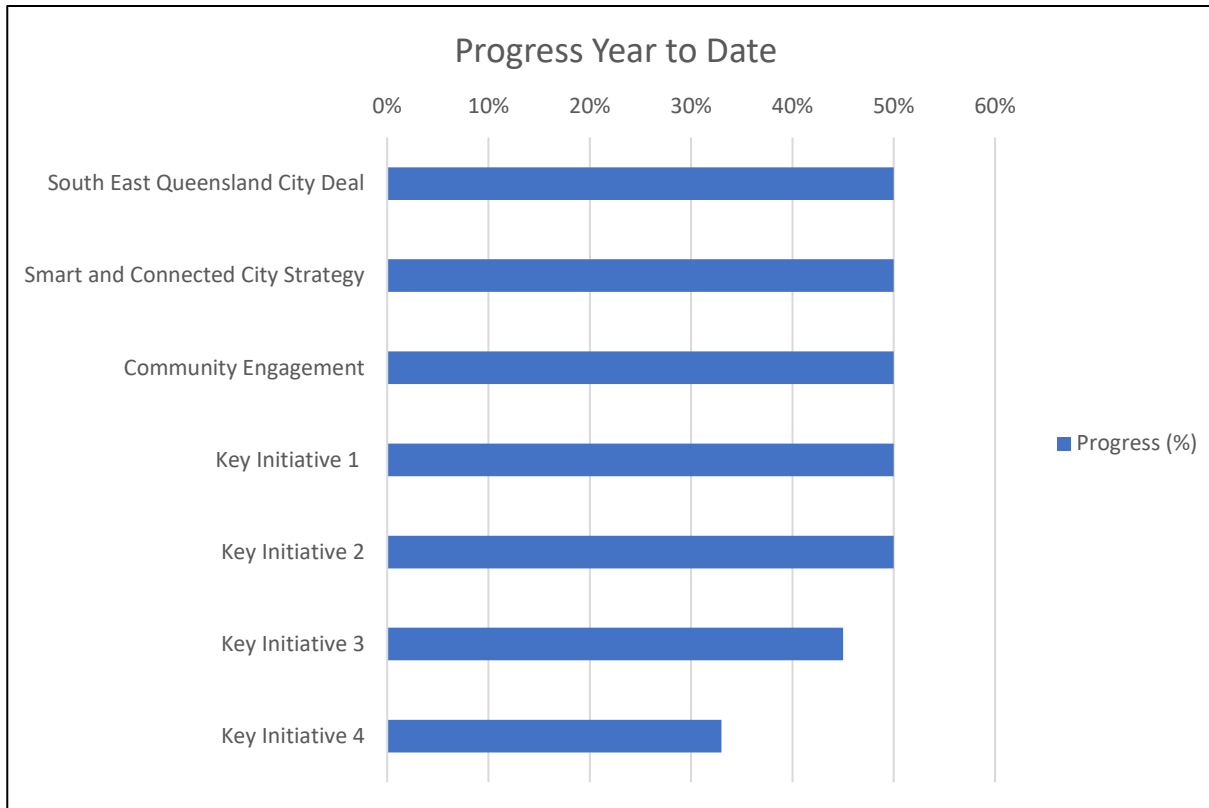


Operational Plan 2021-2022 Activity Progress Organisational Performance

Department/Key Accountable	On Track	Monitor	Concern	Completed	Cancelled	Carried Forward	Total
Office of the CEO	3	-	-	-	-	-	3
Community and Customer Services	30	-	-	-	-	-	30
Infrastructure and Operations	11	1	-	-	-	-	12
Organisational Services	16	5	-	1	-	-	22
Total	60	6	-	1	-	-	67

Group/Lead	On Track	Monitor	Concern	Completed	Cancelled	Carried Forward	Total
People, Culture and Organisational Performance	3	-	-	-	-	-	3
City Planning and Assessment	3	-	-	-	-	-	3
Community and Economic Development	15	-	-	-	-	-	15
Customer and Cultural Services	2	-	-	-	-	-	2
Environment and Regulation	10	-	-	-	-	-	10
City Assets	10	1	-	-	-	-	11
City Operations	1	-	-	-	-	-	1
Communications, Engagement and Tourism	6	-	-	1	-	-	7
Corporate Governance	4	3	-	-	-	-	7
Corporate Services	3	-	-	-	-	-	3
General Counsel	1	-	-	-	-	-	1
Office of the General Manager Organisational Services	1	2	-	-	-	-	3
Strategic Asset and Portfolio Management	1	-	-	-	-	-	1
Total	60	6	-	1	-	-	67

City Leadership



For details on City Leadership Key Initiatives 1-4 refer pages 7 to 8 of this attachment.

City Leadership



Catalyst Project CP1.1 South East Queensland City Deal - Support agreement between the three levels of government to deliver investment in regionally transformative infrastructure which provides long term benefits for Redlands Coast.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP1.1.1 Represent Redlands Coast interests in the development and implementation of the South East Queensland City Deal.			Community and Economic Development	
a) Contribute through regional collaboration initiatives and targeted advocacy, including participation in Council of Mayors (SEQ) advocacy and economic development working groups.	Q1	●	25.0%	
	Q2	●	50.0%	
b) Promote collaborative economic outcomes through participation in local government working groups.	Q1	●	25.0%	
	Q2	●	50.0%	
c) Develop a Redlands Coast advocacy plan for key city building infrastructure.	Q1	●	25.0%	
	Q2	●	50.0%	





Catalyst Project CP1.2 Smart and Connected City Strategy - Implement the Smart and Connected City Strategy to deliver smart local and regional solutions that improve the liveability, productivity and sustainability of the city.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP1.2.1 Enhance Redlands Coast liveability, sustainability and attractiveness as a place for business through smart and connected city initiatives.			Community and Economic Development	
a) Finalise and commence implementation of the Smart and Connected City Strategy.	Q1	●	25.0%	
	Q2	●	50.0%	
b) Promote opportunities for driving innovation through initiatives for business and community.	Q1	●	25.0%	
	Q2	●	50.0%	





Catalyst Project CP1.3 Community Engagement - Strengthen Council's internal capacity to undertake meaningful community engagement using a broad range of tools and deliver enhanced promotion of engagement activities.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP1.3.1 Investigate Council's capacity to deliver meaningful engagement.			Communication, Engagement and Tourism	
a) Review internal engagement processes, resources, skills and budget requirements.	Q1		25.0%	
	Q2		50.0%	





Key Initiative KI1.1 Key Initiative 1 - Improve ways of engaging with our community to encourage diverse participation in local decision making, and co-design of community outcomes.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI1.1.1 Investigate new and improved ways of engaging with the Redlands Coast community.			Communication, Engagement and Tourism	
a) Review engagement activities delivered across Council and other agencies including engagement models and innovations.	Q1		25.0%	
	Q2		50.0%	
b) Implement improved engagement activities.	Q1		25.0%	
	Q2		50.0%	







Key Initiative KI1.2 Key Initiative 2 - Improve communication with our community to increase awareness and transparency around Council operations.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI1.2.1 Investigate new and improved ways of communicating with the Redlands Coast community.			Communication, Engagement and Tourism	
a) Review communication processes, resources and skills including market researching best practice and innovative processes being utilised by other organisations.	Q1		25.0%	
	Q2		50.0%	
b) Implement improved communication activities.	Q1		25.0%	
	Q2		50.0%	

Key Initiative KI1.3 Key Initiative 3 - Develop a strategic framework to guide Council's advocacy efforts with both the Commonwealth and State Governments for the betterment of Redlands Coast.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI1.3.1 Develop a strategic framework to guide Council's advocacy efforts with other governments.			Corporate Governance	
a) Define the project scope, key milestones and identify resourcing required.	Q1		20.0%	
	Q2		60.0%	
b) Develop a process and criteria for nominating key projects and initiatives to be included in Council's advocacy framework.	Q1		20.0%	
	Q2		30.0%	Initial scoping work for the process and criteria has been undertaken. Approval of the scoping document to be confirmed.

Key Initiative KI1.4 Key Initiative 4 - Advocate for all islands to be recognised in a regional status to create greater funding opportunities.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI1.4.1 Undertake research to support advocacy efforts for all islands to be recognised as a regional status.			Corporate Governance	
a) Conduct a needs assessment for our island communities.	Q1		20.0%	
	Q2		40.0%	
b) Analyse island eligibility for State and Federal regional and remote grant allocations.	Q1		20.0%	
	Q2		30.0%	A further analysis of Queensland Government funding streams required.
c) Identify specific projects and initiatives that would benefit from State and Federal regional funding.	Q1		20.0%	
	Q2		30.0%	Projects and initiatives to be investigated through Council's budget development.

City Leadership - Key Activities and Highlights

Enhance Redlands Coast liveability, sustainability and attractiveness as a place for business through smart and connected city initiatives.

Work continued on the Draft Smart and Connected City Strategy.

Investigate new and improved ways of engaging with the Redlands Coast community.

Cross-departmental planning occurred to improve community engagement for a range of projects. Council also participated in professional development training delivered by the International Association for Public Participation.

Investigate new and improved ways of communicating with the Redlands Coast community.

Council continued to review its communications systems and processes.

Develop a strategic framework to guide Council's advocacy efforts with other governments.

The scoping document was completed and will require internal approval prior to workshopping with Council's elected members.

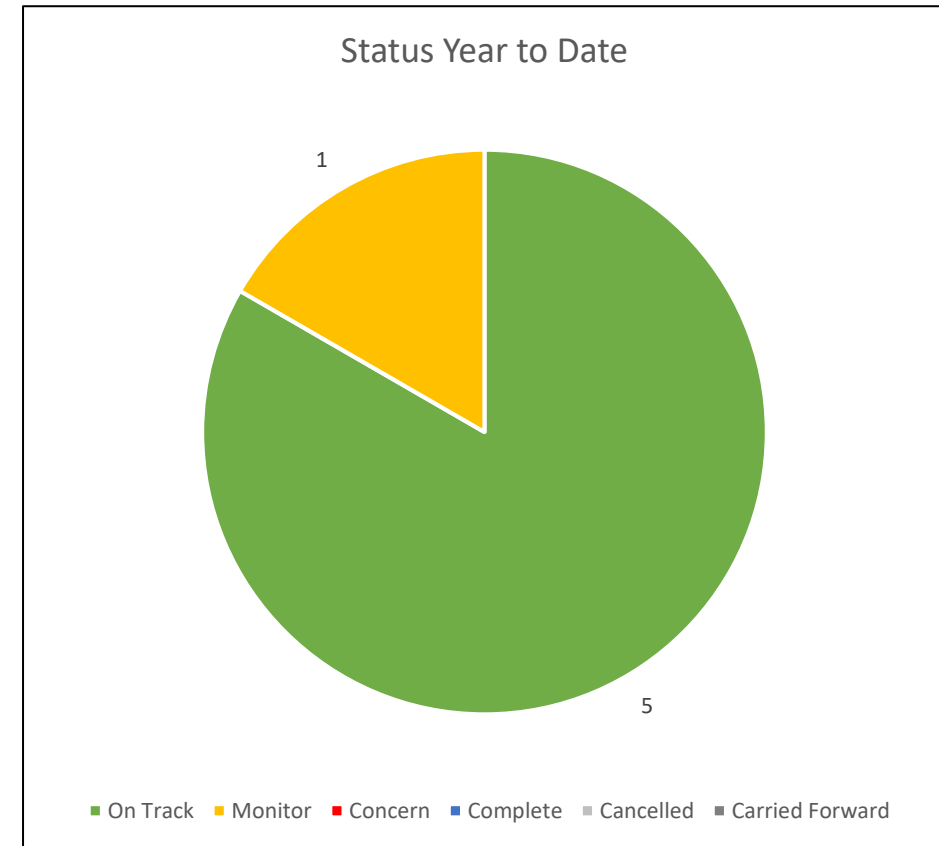
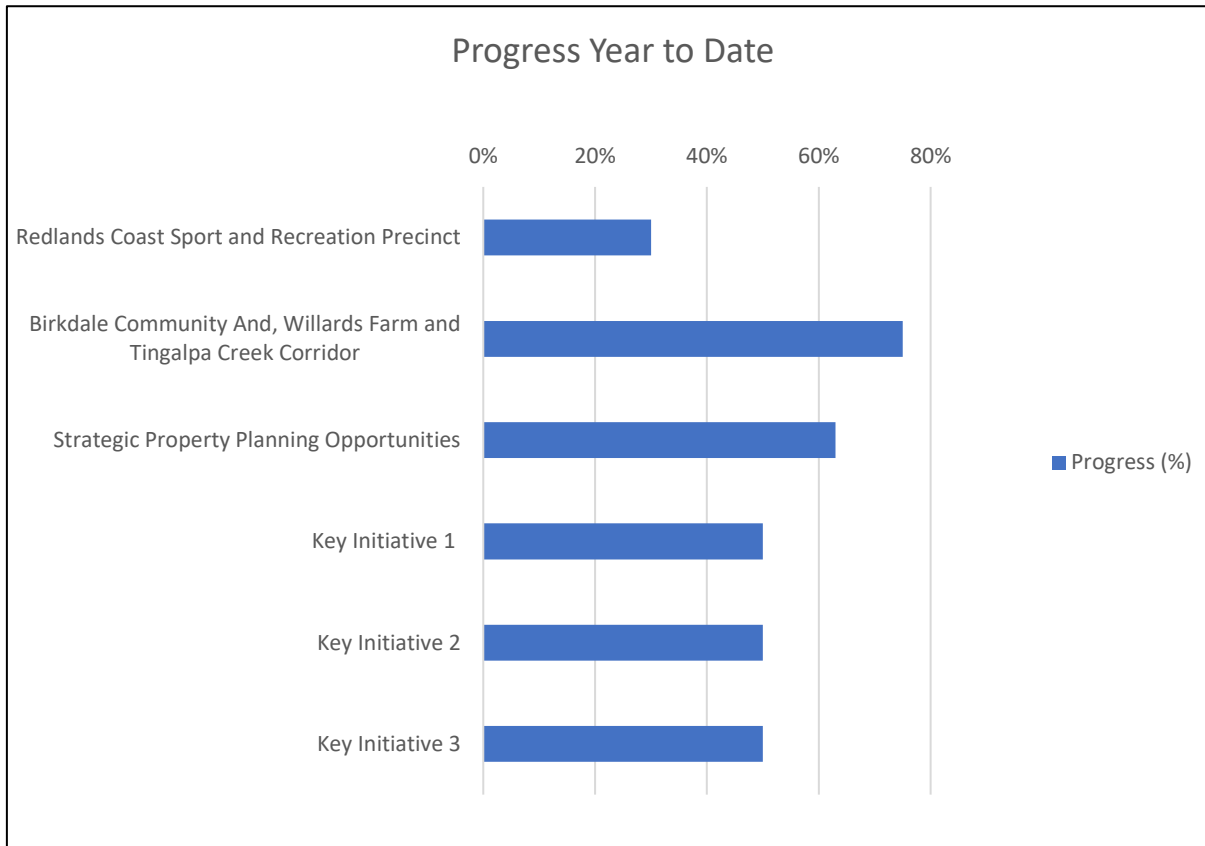
Undertake research to support advocacy efforts for all islands to be recognised as a regional status.

Initial internal data gathering commenced with further assessment required. The next steps include a gap analysis of the data and further needs assessment of the islands to then allow a full advocacy plan to be drafted.

Investigate Council's capacity to deliver meaningful engagement.

Council began reviewing its 'Your Say' community engagement platform, with a view to optimising usability and accessibility.



Strong Communities





For details on Strong Communities Key Initiatives 1-3 refer pages 14 to 16 of this attachment.





Strong Communities

Catalyst Project CP2.1 Redlands Coast Sport and Recreation Precinct - Progress Council's staged master-plan including sporting fields, club buildings, car parking, cycling tracks, recreation trails and spaces to play and explore.





Operational Plan 2021-2022 Activity			Progress	Commentary
CP2.1.1 Plan for effective sport and recreation at Heinemann Road, Redland Bay.			City Assets	
a) Continue to develop the Redlands Coast Regional Sport and Recreation Precinct through preliminary design and construction programming.	Q1		25.0%	Major activities were achieved with additional value management workshops being required to resolve the priority of values to be explored in the next design phase. This delayed slightly the preliminary design commencement. The engagement of Cultural Heritage and receipt of Cultural Heritage Risk Assessment report was delayed slightly due to later engagement of consultant and internal officer resources.
	Q2		30.0%	

b) Commence implementing the action plan.	Q1		25.0%	
	Q2		30.0%	<p><u>Transformation project/s:</u> Pinklands - change room/public toilets grant funding transfer still in assessment by the Queensland Government. Minor progress on other transformation sites due to other resource allocation priorities.</p> <p><u>Optimisation:</u> A brief to undertake a lighting audit is due to commence. Support was provided to community sports to improve facilities, however grant outcomes are not known yet. Improvements to optimising the use of existing sport facilities is limited to resource allocation and budget approval.</p> <p><u>Land acquisition:</u> A Council land update report was deferred to January 2022.</p> <p><u>Redlands Coast Sport and Recreation Precinct:</u> Monitor due to a slight delay in some key activities. An Expression of Interest for early contractor involvement was approved at the General Meeting 15 December 2021. This will allow efficiencies in bringing forward the delivery of the infrastructure.</p>

Catalyst Project CP2.2 Birkdale Community Land, Willards Farm and Tingalpa Creek Corridor - Create a shared vision for the end use of the land recognising the rich and diverse history of the site, building those values into creating an iconic landmark for the Redlands Coast.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP2.2.1 Create a shared vision for the end use of Birkdale Community Land, Willards Farm and the Tingalpa Creek Corridor.			Environment and Regulation	
a) Develop a shared vision for the Birkdale Community Precinct, based on the previous community consultation process.	Q1		100.0%	
	Q2		100.0%	
b) Commence development of the draft Birkdale Community Precinct master-plan and planning for future community consultation on the master-plan for the Precinct.	Q1		25.0%	
	Q2		50.0%	

Catalyst Project CP2.3 Strategic Property Planning Opportunities - Generate enhanced community outcomes through strategic alignment and transitioning of Council's property portfolio to embrace sustainable opportunities to deliver physical and natural assets that respond to current and future needs in regards to social, environmental and economic outcomes.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP2.3.1 Generate enhanced community outcomes through strategic alignment and transitioning of Council's property portfolio.			Environment and Regulation	
a) Complete Council's strategic property framework.	Q1		65.0%	
	Q2		75.0%	
b) Complete investigations into options for industrial land on Macleay Island.	Q1		45.0%	
	Q2		50.0%	

Key Initiative KI2.1 Key Initiative 1 - Stronger Communities Strategy – Implement the Stronger Communities Strategy and Action Plans to help ensure the city has services and social infrastructure to support the health and wellbeing of people of all ages and abilities.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI2.1.1 Undertake planning and implement initiatives that support community wellbeing and build community resilience, and investigate new and improved ways of engaging with the Redlands Coast community.			Community and Economic Development	
a) Finalise and commence implementation of the Redlands Coast Stronger Communities Strategy 2021-2041.	Q1	●	25.0%	
	Q2	●	50.0%	
b) Implement the Redlands Coast Age-friendly Action Plan 2021-2026.	Q1	●	25.0%	
	Q2	●	50.0%	
c) Develop the Redlands Coast Youth Action Plan 2022-2027.	Q1	●	25.0%	
	Q2	●	50.0%	
d) Develop the Redlands Coast Community Facilities Action Plan 2022-2027.	Q1	●	25.0%	
	Q2	●	50.0%	
e) Deliver initiatives that target vulnerabilities and build community capacity and resilience.	Q1	●	25.0%	
	Q2	●	50.0%	
f) Deliver the Grants and Sponsorship Program to achieve strong community investment outcomes.	Q1	●	25.0%	
	Q2	●	50.0%	
g) Deliver initiatives that aim to reduce crime and improve community safety.	Q1	●	25.0%	
	Q2	●	50.0%	

Key Initiative KI2.2 Key Initiative 2 - Develop and deliver initiatives to recognise and celebrate our local heritage and diverse cultures through the arts and events that promote connectivity.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI2.2.1 Develop and deliver initiatives to recognise and celebrate our local heritage and diverse cultures through the arts and events that promote connectivity.			Customer and Cultural Services	
a) Revise Council's cultural policy to align with Our Future Redlands – A Corporate Plan to 2026 and beyond.	Q1	●	25.0%	
	Q2	●	50.0%	
b) Engage the Redlands Coast creative community to develop a one to five year culture plan.	Q1	●	25.0%	
	Q2	●	50.0%	
c) Review the Redland Performing Arts Centre and Redland Art Gallery facility and site utilisation in the delivery of arts activities and events.	Q1	●	50.0%	
	Q2	●	50.0%	

Key Initiative KI2.3 Key Initiative 3 - Advocate for lifelong learning and capacity building opportunities to enable social, cultural and economic participation and enhance productivity.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI2.3.1 Collaborate with schools, tertiary education providers, businesses, industries and communities to advance education opportunities in Redlands Coast.			Community and Economic Development	
a) Continue to facilitate and develop employment and training initiatives for Indigenous and island residents.	Q1	●	25.0%	
	Q2	●	50.0%	
b) Advocate for education investment opportunities and initiatives from the Education and Training Network.	Q1	●	25.0%	
	Q2	●	50.0%	
c) Continue to explore higher education models and options.	Q1	●	25.0%	
	Q2	●	50.0%	
d) Continue to investigate the development of a Centre of Excellence in Education for the Ageing.	Q1	●	25.0%	
	Q2	●	50.0%	
e) Investigate opportunities and feasibility to develop an international education cluster and partnerships with international institutes.	Q1	●	25.0%	
	Q2	●	50.0%	

Strong Communities - Key Activities and Highlights

Undertake planning and implement initiatives that support community wellbeing and build community resilience, and investigate new and improved ways of engaging with the Redlands Coast community.

Four community grant rounds were awarded including Conservation, Project Support, Sponsorship and Capital Infrastructure. Under Council's first Seniors Month Grants Program 12 community groups delivered social participation activities. Council undertook Social Impact Measurement training to facilitate enhanced evaluation of Council's capacity-building initiatives.

Create a shared vision for the end use of Birkdale Community Land, Willards Farm and the Tingalpa Creek Corridor.

Work commenced on the Draft Master Plan for the Birkdale Community Precinct. Over the last quarter work has been specifically focussed on infrastructure and servicing, draft concept plans and preparation for future community consultation.

Plan for effective sport and recreation at Heinemann Road, Redland Bay.

Activities completed include: Major Value Management workshop received 2 December 2021; Regional Play Precinct and Play Node Design Workshop received 8 December 2021; various contacts made with primary tenant clubs regarding the design development as a result of the Value Management Workshop including multi-sports, cycling and BMX on 10 December 2021; 20% of the design documentation was received 13 December 2021 and distributed for comment to internal stakeholders; Civil and Environment independent peer review contractor (Cardno) was appointed 15 December 2021; on 3 December 2021 a cultural heritage risk assessment was conducted on site and the report was received 17 December 2021.

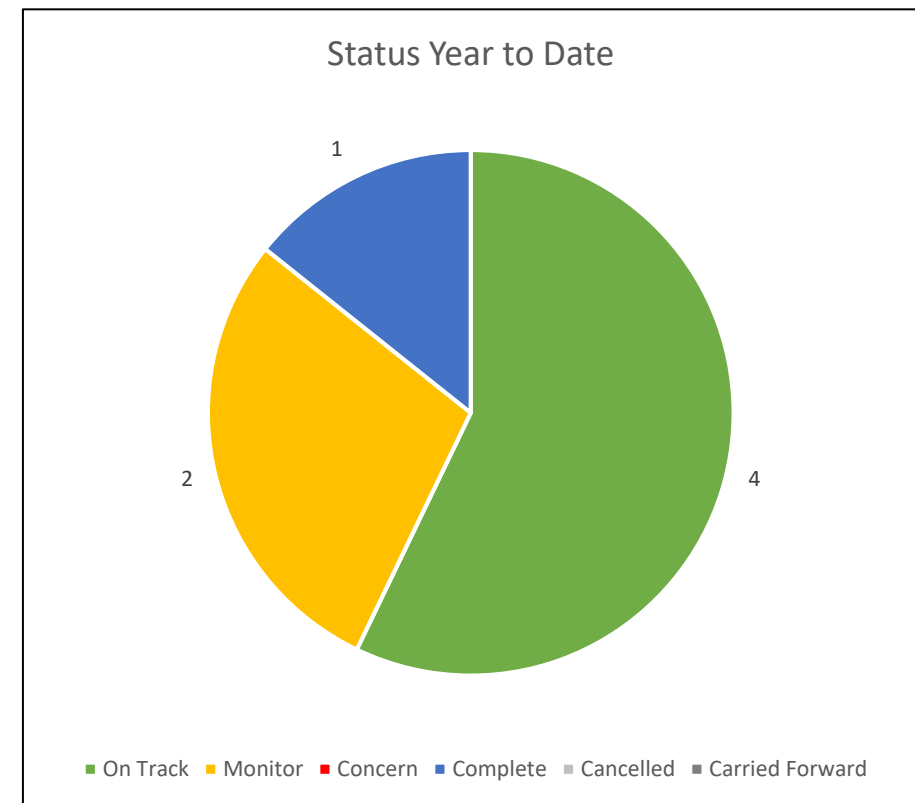
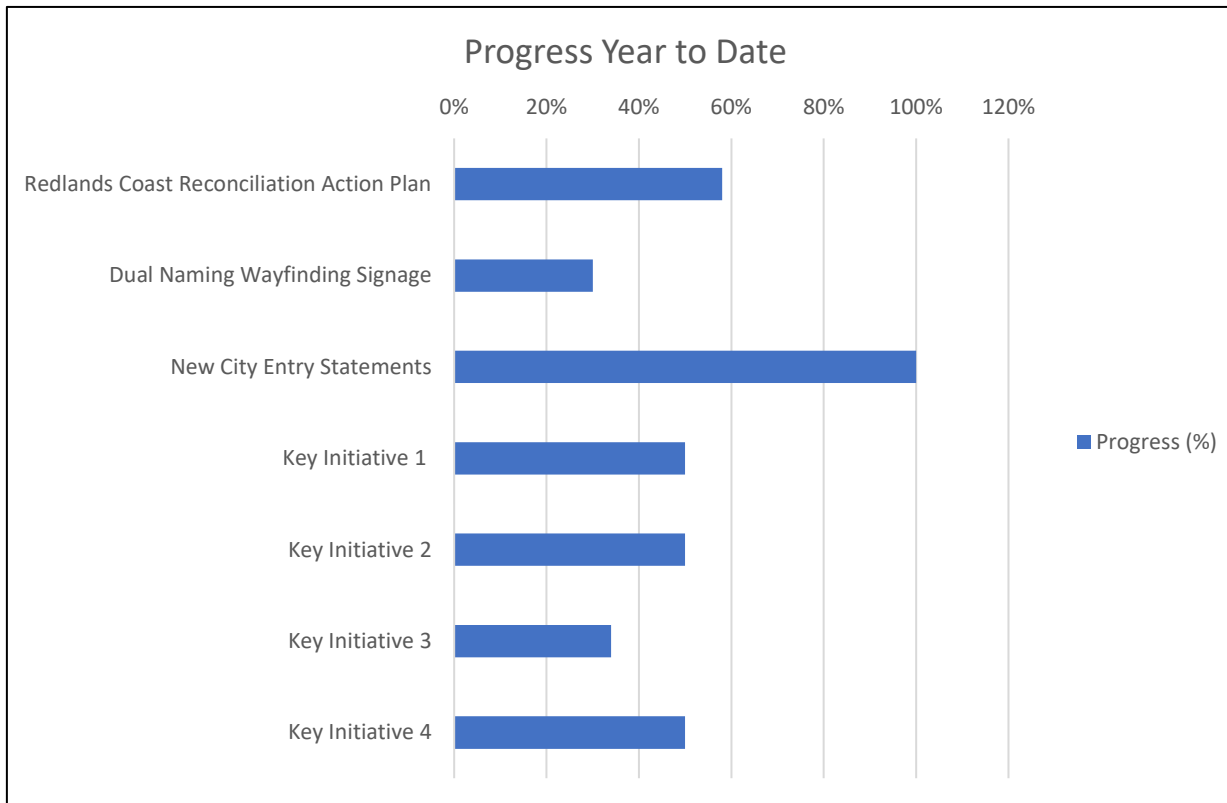
Council resolved at the General Meeting 15 December 2021 to conduct the Expressions of Interest (EOI) process with the aim to achieve early contractor involvement for seamless transition to construction phase for the project.

Generate enhanced community outcomes through strategic alignment and transitioning of Council's property portfolio.

Work commenced on subsequent policies, guidelines and cross-Council activities including the identification of a pilot area for trialling application of the Strategic Property Framework.

Council's investigations into options for the industrial land on Macleay Island saw an EOI process for the land completed. This allowed Council to progress toward releasing invitations to tender and carrying out preliminary planning toward the scope and timeframe for the transfer of land.





Quandamooka Country





For details on Quandamooka Country Key Initiatives 1-4 refer pages 20 to 22 of this attachment.

Quandamooka Country



Catalyst Project CP3.1 Redlands Coast Reconciliation Action Plan - Progress our reconciliation journey through the development of an externally facing Redlands Coast Reconciliation Action Plan.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP3.1.1 Implement and establish reconciliation action plans.			Corporate Governance	
a) Continue to implement the Kanara Malara - One People 2019-2021 Redland City Council Reconciliation Action Plan.	Q1		90.0%	
	Q2		90.0%	
b) Develop an externally facing Redlands Coast reconciliation action plan through Reconciliation Australia.	Q1		25.0%	
	Q2		25.0%	Council has been working with stakeholders in the community. Engagement has been delayed due to COVID-19.







Catalyst Project CP3.2 Dual Naming Wayfinding Signage - Progress roll-out of dual naming wayfinding signage across the Redlands Coast that incorporates Quandamooka Jandai language.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP3.2.1 Develop a dual naming policy for Council.			Corporate Governance	
a) Investigate and research other local governments in Australia that have dual naming protocols for local Indigenous languages.	Q1		25.0%	
	Q2		30.0%	Investigations have commenced. Further research is required on Queensland Government's legislative requirements.





Catalyst Project CP3.3 New City Entry Statements - Installation of new city entry statements that include acknowledgement of Quandamooka Country.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP3.3.1 Deliver City Entry Statements.			Communication, Engagement and Tourism	
a) Promote the installation of six new City Entry Statements across Redlands Coast.	Q1		100.0%	
	Q2		100.0%	





Key Initiative KI3.1 Key Initiative 1 - Work closely with the Traditional Owners of much of Redlands Coast, the Quandamooka People, and representative body Quandamooka Yoolooburrabee Aboriginal Corporation, to foster a positive, mutually respectful working relationship.



Operational Plan 2021-2022 Activity			Progress	Commentary
KI3.1.1 Support delivery of Indigenous Land Use Agreement (ILUA) commitments.			Corporate Governance	
a) Manage Council's commitments under the ILUA by coordinating with the ILUA Consultative Committee and Protecting Sea, Land and Environment Committee.	Q1		10.0%	Despite a number of attempts to arrange meetings of the Consultative Committee and Protecting Sea, Land & Environment Committee, this commitment has not been able to be met due to the unavailability of key QYAC personnel. Attempts by Council to meet with QYAC will continue to be made.
	Q2		50.0%	
b) Monitor progress of ILUA activities delivered by key internal stakeholders and report to Council's Executive Leadership Team quarterly.	Q1		25.0%	
	Q2		50.0%	
c) Continue to work collaboratively with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).	Q1		25.0%	
	Q2		50.0%	

Key Initiative KI3.2 Key Initiative 2 - Continue to improve Council's capacity to deliver positive outcomes for the Traditional Owners of much of Redlands Coast, the Quandamooka People, and all Aboriginal and Torres Strait Islander people living on Redlands Coast, through policy as well as cultural awareness and heritage training for elected representatives and Council employees.



Operational Plan 2021-2022 Activity			Progress	Commentary
KI3.2.1 Implement culturally appropriate protocols and promote traditional knowledge.			Corporate Governance	
a) Implement and monitor cultural heritage and cultural awareness training to employees and elected members.	Q1		25.0%	
	Q2		50.0%	
b) Promote cultural awareness to staff and celebrate Quandamooka and Aboriginal and Torres Strait Islander culture through key events such as the National Aborigines and Islanders Day Observance Committee (NAIDOC) and National Reconciliation Week.	Q1		25.0%	
	Q2		50.0%	

Key Initiative KI3.3 Key Initiative 3 - Work with the Quandamooka People to promote respect and understanding of Quandamooka culture and Native Title within the Redlands Coast community.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI3.3.1 Engage key stakeholders for the preparation of the determination of Native Title on the Redlands Coast mainland.			Corporate Governance	
a) Work with Traditional Owners and the Queensland Government on Native Title claim requirements.	Q1		15.0%	Council has undertaken preparatory work in relation to the mainland Native Title Claim. This has involved the identification of over 1,100 parcels of land currently under Council's control or with Council assets built thereon. An initial meeting between Council and the claimants has taken place during the reporting period.
	Q2		30.0%	Council undertook preparatory work in relation to the mainland Native Title Claim. This involved the identification of over 3,000 parcels of land currently under Council control or with Council assets built thereon. Court mediation will recommence in February 2022 to discuss a process to move forward.
b) Develop a mainland Indigenous Land Use Agreement for both Traditional Owner groups.	Q1		5.0%	No progress on the development of the ILUA at the time of reporting due to extended Court timetable for the two Mainland Native Title Applications.
	Q2		5.0%	No progress on the development of the ILUA at the time of reporting due to extended Court timetable for the two Mainland Native Title Applications.

KI3.3.2 Promote Quandamooka culture and information to improve understanding of Native Title.			Communication, Engagement and Tourism	
a) Provide information through Council's communication channels including Our Redlands magazine, social media and website.	Q1		25.0%	
	Q2		50.0%	

Key Initiative KI3.4 Key Initiative 4 - Work collaboratively with the Quandamooka People to help achieve a positive future for North Stradbroke Island/Minjerribah post sandmining, including advocacy for local planning.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI3.4.1 Strengthen the local North Stradbroke Island (Minjerribah) economy.			Community and Economic Development	
a) Engage with key stakeholders on Minjerribah to identify and deliver initiatives to strengthen the local economy.	Q1		25.0%	
	Q2		50.0%	

Quandamooka Country - Key Activities and Highlights

Promote Quandamooka culture and information to improve understanding of Native Title.

Council promoted Quandamooka culture information in Our Redlands Coast magazine, delivered an Ekka long weekend tourism campaign across South East Queensland that heavily promoted Quandamooka cultural experiences, and Jandai dual names (where known) were included in all internal and external communications.

Council's cultural 'Look, Listen, Understand' education program for staff won a national training award, and Council attended a Destination IQ (Indigenous Queensland) statewide forum. Quandamooka elders presented Welcome to Country at numerous Council delivered events, including Christmas on the Coast, Dîner en Rouge and citizenship ceremonies.

Develop a dual naming policy for Council.

Council is investigating how to work within the Queensland Government's legislative requirements.

Support delivery of Indigenous Land Use Agreement (ILUA) commitments.

Council continued to manage the ILUA sub-committees and monitor progress of ILUA activities. The quarter one ILUA report for 2021-2022 was presented to Council's Executive Leadership Team in October 2021.

Engage key stakeholders for the preparation of the determination of Native Title on the Redlands Coast mainland.

The Indigenous Land Use Agreement for mainland claim is on hold due to court proceeding with land tenure discussions.

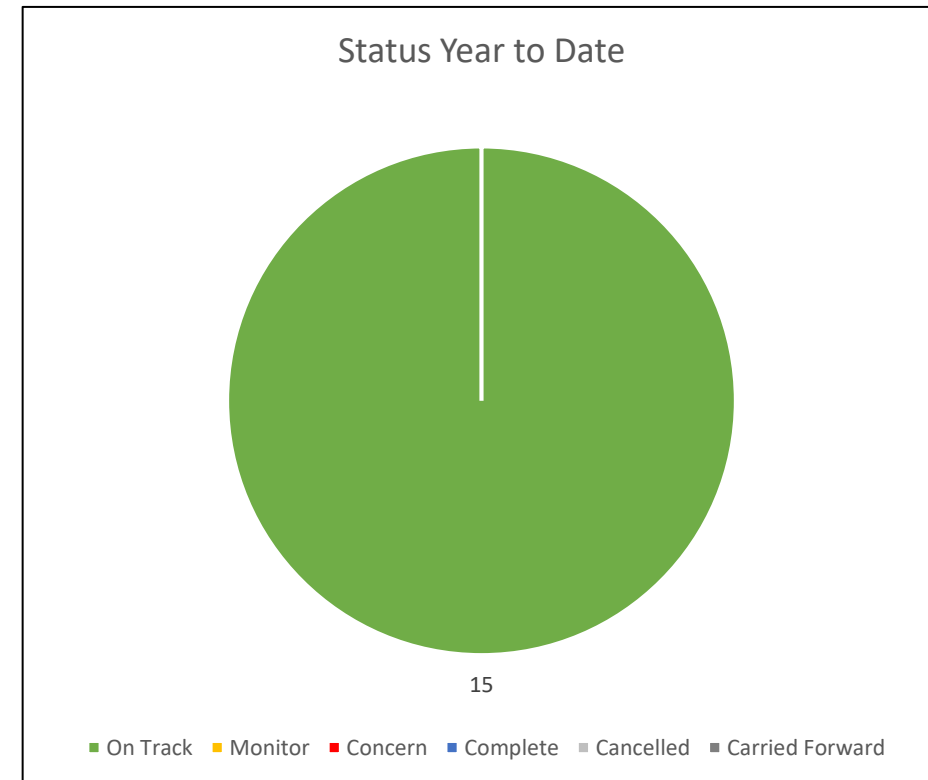
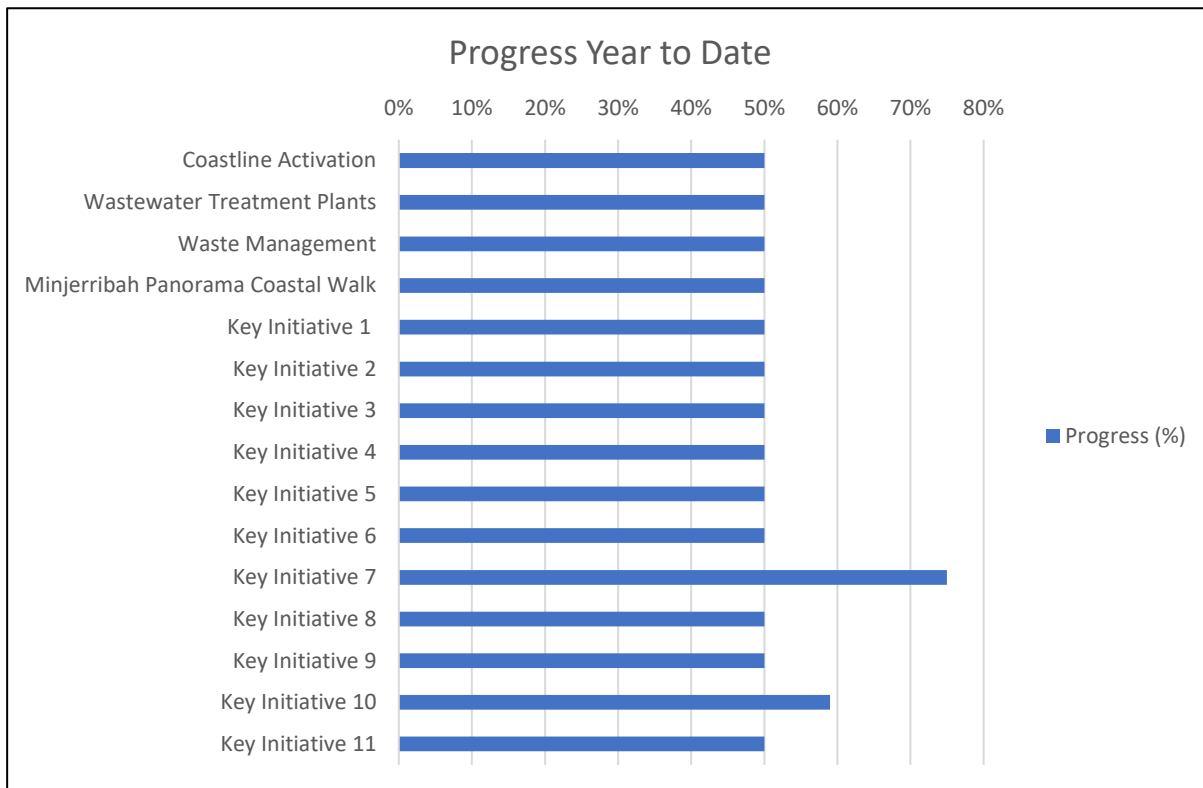
Implement culturally appropriate protocols and promote traditional knowledge.

Council's cultural awareness training program won the category of Best Diversity and Inclusion Program in the Australian Institute of Training and Development Excellence Awards 2021. Council continued to run Indigenous cultural training and information sessions within the organisation.

Implement and establish reconciliation action plans.

Council continued to implement actions in the Kanara Malara - One People 2019-2021 Internal Redland City Council Reconciliation Action Plan. The Plan has 55 actions and 51 of these have been completed. Council has registered with Reconciliation Australia to develop an external reconciliation action plan.

Natural Environment



For details on Natural Environment Key Initiatives 1-11 refer pages 26 to 32 of this attachment.

Natural Environment

Catalyst Project CP4.1 Coastline Activation - Finalise a strategy to activate the Redlands coastline, including Cleveland Point land access improvements and other landside improvements across the city, to encourage appreciation, recreation and utilisation of our unique natural bay and creek waterfront spaces and places.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP4.1.1 Commence scoping a strategy to activate the Redlands Coast coastline.			Environment and Regulation	
a) Establish a working group for pre-planning of the strategy.	Q1	●	25.0%	
	Q2	●	50.0%	

Catalyst Project CP4.2 Wastewater Treatment Plants - Develop a strategy to review opportunities associated with Council's wastewater treatment plants including new forms of energy.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP4.2.1 Develop an overall strategy for wastewater treatment plants.			City Assets	
a) Review release to environment requirements based on proposed strategy options for treatment plants.	Q1	●	25.0%	
	Q2	●	50.0%	
b) Finalise the strategy based on preferred options for treatment plants.	Q1	●	25.0%	
	Q2	●	50.0%	

Catalyst Project CP4.3 Waste Management - Participate in the development of a regional waste plan, and develop a local Waste Recycling and Reduction Plan to move towards a zero waste future.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP4.3.1 Participate in the development of a regional waste plan.			City Assets	
a) Continue to participate in regional forums.	Q1	●	25.0%	
	Q2	●	50.0%	

CP4.3.2 Develop a local waste recycling and reduction plan to move towards a zero waste future.			City Assets	
a) Consolidate community feedback and finalise the plan.	Q1	●	30.0%	
	Q2	●	50.0%	
b) Seek Council endorsement of the plan.	Q1	●	25.0%	
	Q2	●	50.0%	
c) Implement actions from the plan.	Q1	●	25.0%	
	Q2	●	50.0%	











Catalyst Project CP4.4 Minjerribah Panorama Coastal Walk - Progress next stages of this unique connection to enhance visitors' experiences, by harnessing key views and completing a safe pedestrian link between Point Lookout Village and Cylinder Beach.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP4.4.1 Plan for the Minjerribah Panorama Coastal Walk Project on North Stradbroke Island (Minjerribah).			City Assets	
a) Continue to deliver stages of Minjerribah Panorama Coastal Walk works.	Q1	●	25.0%	
	Q2	●	50.0%	





Key Initiative KI4.1 Key Initiative 1 - Continue to target rehabilitation, regeneration and habitat management works in key priority areas, based on strategic mapping and research through the delivery of the Redlands Wildlife Connections Action Plan.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI4.1.1 Implement the Wildlife Connections Action Plan 2018-2023.			Environment and Regulation	
a) Improve corridor habitat by identifying strategic areas for native vegetation planting, threat management and extension programs in identified corridor gaps and pinch points.	Q1	●	25.0%	
	Q2	●	50.0%	
b) Reduce impacts on corridors by enhancing buffers on freehold land and supporting landholders in creating buffers of native vegetation to reduce the risk of edge effects along priority corridors.	Q1	●	25.0%	
	Q2	●	50.0%	
c) Reduce impacts on corridors by reviewing conservation land acquisition priorities.	Q1	●	25.0%	
	Q2	●	50.0%	







Key Initiative KI4.2 Key Initiative 2 - Deliver Council's Koala Conservation Strategy and review and update the Koala Conservation Action Plan to commit to proactively preserve our koala population.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI4.2.1 Implement the Koala Conservation Strategy 2016 and review the Koala Conservation Action Plan 2016-2021.			Environment and Regulation	
a) Continue to collaborate with research bodies, government agencies and the Redlands Coast community to develop a robust understanding of koala population, health, ecology and movement to inform and strengthen koala conservation planning.	Q1		25.0%	
	Q2		50.0%	
b) Continue to support the creation of a connected, high quality network of koala habitats capable of supporting a long term, viable and sustainable population of koalas.	Q1		25.0%	
	Q2		50.0%	
c) Manage the impacts of threatening processes on koala populations by undertaking on-ground works that reduce koala mortality.	Q1		25.0%	
	Q2		50.0%	
d) Increase understanding, connection to and participation in koala conservation actions and behaviours with the Redlands Coast community.	Q1		25.0%	
	Q2		50.0%	
e) Review the Koala Conservation Action Plan 2016.	Q1		25.0%	
	Q2		50.0%	







Key Initiative KI4.3 Key Initiative 3 - Partner with the community to manage fire risk through Council's fire management program.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI4.3.1 Implement Council's fire management program.			City Operations	
a) Plan and review key areas for mitigation of fire risk rate and carry out maintenance programs as required.	Q1		25.0%	Fire risk management activities have included planned burns and vegetation management in fire access trails and community engagement sessions.
	Q2		50.0%	
b) Continue to deliver community education events.	Q1		25.0%	
	Q2		50.0%	



Key Initiative KI4.4 Key Initiative 4 - Explore and implement opportunities to proactively reduce Council's carbon footprint.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI4.4.1 Explore and implement opportunities to proactively reduce Council's carbon footprint.			Environment and Regulation	
a) Continue to maintain and improve Council's carbon and energy dashboard.	Q1		25.0%	
	Q2		50.0%	
b) Continue to investigate renewable energy opportunities on Council buildings.	Q1		25.0%	
	Q2		50.0%	
c) Deliver information promoting sustainable living options including alternative energy usage to the Redlands Coast community.	Q1		25.0%	
	Q2		50.0%	





Key Initiative KI4.5 Key Initiative 5 - Continue to implement the Coastal Hazard Adaptation Strategy to proactively manage the impact of climate change on our foreshores.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI4.5.1 Implement the Coastal Hazards Adaptation Strategy across Redlands Coast.			City Assets	
a) Continue to implement actions in accordance with the Strategy including coastal monitoring and protection work.	Q1		25.0%	
	Q2		50.0%	
b) Implement knowledge sharing actions recommended in the Strategy including working with community groups, providing fact sheets and collaborating with infrastructure providers.	Q1		25.0%	
	Q2		50.0%	
c) Embed hazard modelling in asset management practices across relevant asset classes.	Q1		25.0%	
	Q2		50.0%	

Key Initiative KI4.6 Key Initiative 6 - Support the transition to a circular economy for waste and participate in regional collaboration and other partnership opportunities to improve resource efficiency.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI4.6.1 Continue to implement the Sub Regional Waste Procurement Process.			City Assets	
a) Continue as part of the external working group and provide status updates.	Q1		25.0%	Council collaboration with working group on procurement process.
	Q2		50.0%	

Key Initiative KI4.7 Key Initiative 7 - Partner with Seqwater and other water service providers to contribute to the development of the Water 4 SEQ Plan – an integrated plan for water cycle management in South East Queensland, supporting drought preparedness for the region.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI4.7.1 Partner with Seqwater and other water service providers.			City Assets	
a) Continue participation with Seqwater and other water service providers in regular forums.	Q1		25.0%	
	Q2		50.0%	
b) Contribute to the development of the Water for South East Queensland: Planning for our future Annual Report 2021.	Q1		25.0%	
	Q2		100.0%	















Key Initiative KI4.8 Key Initiative 8 - Deliver the Redlands Coast Biosecurity Plan to proactively manage the impacts to Redlands Coast environmental assets and community lifestyle posed by biosecurity risks.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI4.8.1 Deliver the Redlands Coast Biosecurity Plan 2018-2021.			Environment and Regulation	
a) Prevent and detect invasive biosecurity matter.	Q1	●	25.0%	
	Q2	●	50.0%	
b) Promote awareness and education of biosecurity and pest management.	Q1	●	25.0%	
	Q2	●	50.0%	
c) Manage systems to provide effective pest control and enforcement activities.	Q1	●	25.0%	
	Q2	●	50.0%	

Key Initiative KI4.9 Key Initiative 9 - Work with the community to provide education opportunities to support, enhance and encourage environmental understanding and grow environmental connections.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI4.9.1 Provide education opportunities to the Redlands Coast community to support, enhance and encourage environmental understanding and grow environmental connections.			Environment and Regulation	
a) Develop and deliver a wildlife education program through scheduled workshops, events, social media and online resources which includes endangered, threatened and iconic species.	Q1	●	25.0%	
	Q2	●	50.0%	
b) Deliver the IndigiScapes workshop and event schedule to align with environmental strategies and plans, and respond to the community.	Q1	●	25.0%	
	Q2	●	50.0%	
c) Provide extension services with private land owners and the community in accordance with identified priority areas.	Q1	●	25.0%	
	Q2	●	50.0%	
d) Deliver community Bushcare programs in identified priority areas.	Q1	●	25.0%	
	Q2	●	50.0%	

Key Initiative KI4.10 Key Initiative 10 - Implement programs to address the impacts of land uses on waterways by delivering a coordinated approach to catchment management.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI4.10.1 Implement waterway catchment management programs.			Environment and Regulation	
a) Finalise the Redlands Coast Bay and Creeks Plan.	Q1		100.0%	
	Q2		100.0%	
b) Contribute to the Lower Brisbane - Redlands Coastal Catchment Action Plan 2018-2021.	Q1		25.0%	
	Q2		50.0%	
c) Participate in relevant partnerships and networks that foster catchment management and improved water quality.	Q1		25.0%	
	Q2		50.0%	
d) Undertake catchment water quality monitoring.	Q1		25.0%	
	Q2		50.0%	
e) Monitor recreational water quality.	Q1		25.0%	
	Q2		60.0%	
f) Respond to and investigate customer service requests for erosion and sediment control matters.	Q1		25.0%	
	Q2		50.0%	
g) Monitor compliance with development approvals for sediment and erosion control matters.	Q1		25.0%	
	Q2		50.0%	

Key Initiative KI4.11 Key Initiative 11 - Partner with industry leaders to investigate alternative sources of energy that provide environmental, community and economic benefits.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI4.11.1 Support initiatives that advance alternative sources of energy for Redlands Coast.			Community and Economic Development	
a) Investigate opportunities to advance a green hydrogen economy for Redlands Coast.	Q1	●	25.0%	
	Q2	●	50.0%	
b) Facilitate partnerships with industry and all levels of government to externally fund green hydrogen projects.	Q1	●	25.0%	
	Q2	●	50.0%	
c) Promote opportunities to partner with governments, industry and research sectors on green energy initiatives to secure economic, environmental and social opportunities for Redlands Coast.	Q1	●	25.0%	
	Q2	●	50.0%	

Natural Environment - Key Activities and Highlights

Implement the Koala Conservation Strategy 2016 and review the Koala Conservation Action Plan 2016-2021.

Council worked with Queensland Rail and researchers on a project to better understand koala movement patterns across the rail corridor, which will assist in prioritising fence upgrades and vegetation management. Queensland Rail collaborated with Council to plan the installation of Artificial Intelligence (AI) cameras at strategic locations along the rail corridor between Birkdale and Cleveland, with footage captured of a koala using the existing underpass at Birkdale.

Council presented at the Restoring Nutritional Landscapes Conference, KoalaCollab Conference, contributed to the Department of Environment and Science (DES) Post Implementation Review of the Koala Habitat regulations, and provided advice for the Heinemann Road, Northern Greenway Project and Wellington Road upgrades.

Communication and engagement activities included promoting Koala Watch, supporting Koala Safe Neighbourhoods and working with Griffith University to deliver the Dogfest event, which attracted 2,500 attendees and 1,700 dogs at Capalaba Regional Park. Hosted by Griffith University's Social Marketing Research team and funded by DES, Dogfest aims to bring the community together to learn more about responsible pet ownership and animal welfare.

Newsletters were distributed to approximately 10,500 residents across the four koala conservation safe neighbourhoods of Birkdale, Thornlands, Mount Cotton and Ormiston.

Council conducted an annual Minjerribah (NSI) Urban Koala Survey, and led a group of 29 volunteers including community members, University of Queensland, University of Sunshine Coast and koala conservation groups, to observe 76 koalas (including 12 joeys).

The *Redlands Coast Koala Conservation Plan and Action Plan 2022-2027* was adopted by Council in December 2021. The new Plan and Action Plan build on a robust scientific base, aiming to improve the health and viability of Redlands Coast's koala population.

Implement Council's fire management program.

Fire risk management activities have included proactive vegetation management, post burn weed control, construction of fire trails and community engagement sessions.

Develop a local waste recycling and reduction plan to move towards a zero waste future.

The Waste Reduction and Recycling Plan is being finalised for adoption. The South East Queensland Waste Plan has been published.

Implement waterway catchment management programs.

The *Redlands Coast Bay and Creeks Plan 2021-2031* and the associated *Redlands Coast Bay and Creeks Action Plan* were adopted by Council at the 16 June 2021 General Meeting. Key points and actions from *Lower Brisbane - Redlands Coastal Catchment Action Plan 2018-2021* have been incorporated into the *Redlands Coast Bay and Creeks Plan 2021-2031*. Council participated in the SEQ Water by Design Steering Committee meeting and contributed to the Healthy Land and Water Monitoring and Evaluation Steering Committee. Officers provided expert input and consulted with the Department of Environment and Science regarding the proposed water quality objectives for Redlands Coast. Healthy Land and Water released their Annual Report Card, with Redland City receiving a C+ for environmental condition and 3 star community benefit.

Council conducted recreational water quality monitoring including 128 inspections and collection of routine samples.

Council received 27 reactive erosion and sediment control requests, with 20 investigations concluded, and seven remaining current for ongoing compliance monitoring. Eight proactive investigations were raised, with five remaining current for ongoing monitoring. Nine requests have been actioned for developed approval sites.

Provide education opportunities to the Redlands Coast community to support, enhance and encourage environmental understanding and grow environmental connections.

Council's Community and Environment Education Program (CEEP) Framework was developed, which focuses on the Redlands Coast. Drawing on Council's plans, strategies and policies. This will allow Council to offer a multi-channel delivery of programs focused on one key species, area or aspect of the natural environment of Redlands Coast.

Council delivered a workshop program that included growing native orchids, native bees, eco-living, STEAM (science, technology, engineering, arts and mathematics) activities, wildlife education and awareness, bryophytes, terrestrial and freshwater ecology, beneficial insects, creating backyard ponds and propagating native plants.

Council supported the Redlands Coast Community Bushcare Program and Bushcare Seed Collection Group, and held community planting days, seed collection days, and a *Care for Coast* event that gave participants an opportunity to learn more about coastal habitats and shorebirds.

During December 2021, Coochiemudlo Native Nursery volunteers took part in a tour and information exchange with Council officers at the Redland's IndigiScapes Community Native Plant Nursery.

Implement the Wildlife Connections Action Plan 2018-2023.

Council completed mapping utilising the *Wildlife Connections Plan 2018-2028* and priority area mapping as the base for the analysis of land acquisitions and dedications in order to prioritise those located within wildlife corridors and/or priority areas.

Council officers analysed spatial data and priority mapping from the *Wildlife Connections Plan 2018-2028* to more closely align environmental programs to manage, enhance and protect the identified core habitat and corridors. This has enabled a continual review of the conservation land watch list.

Council's Environmental Partnerships Program delivered environmental education workshops including bushfire ecology, biosecurity and understanding native plants. Council helped residents to plant more than 5000 native plants within or adjacent to identified environmental corridors/priority areas, and apply control and management measures for pests, weed species and erosion control across Redlands Coast.

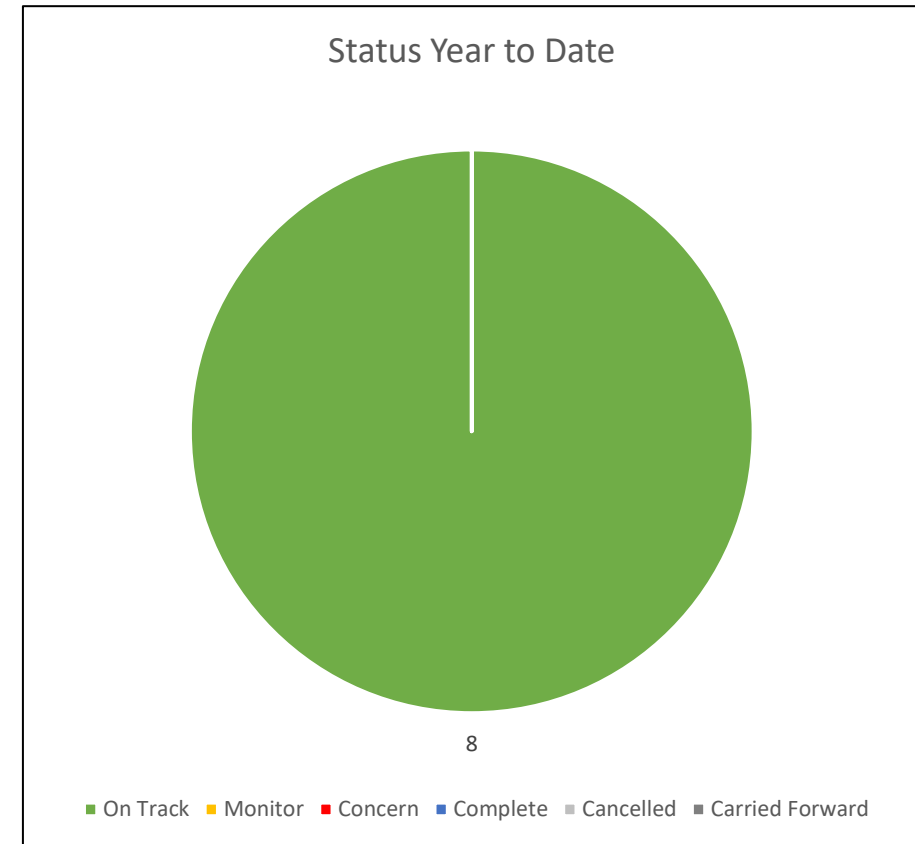
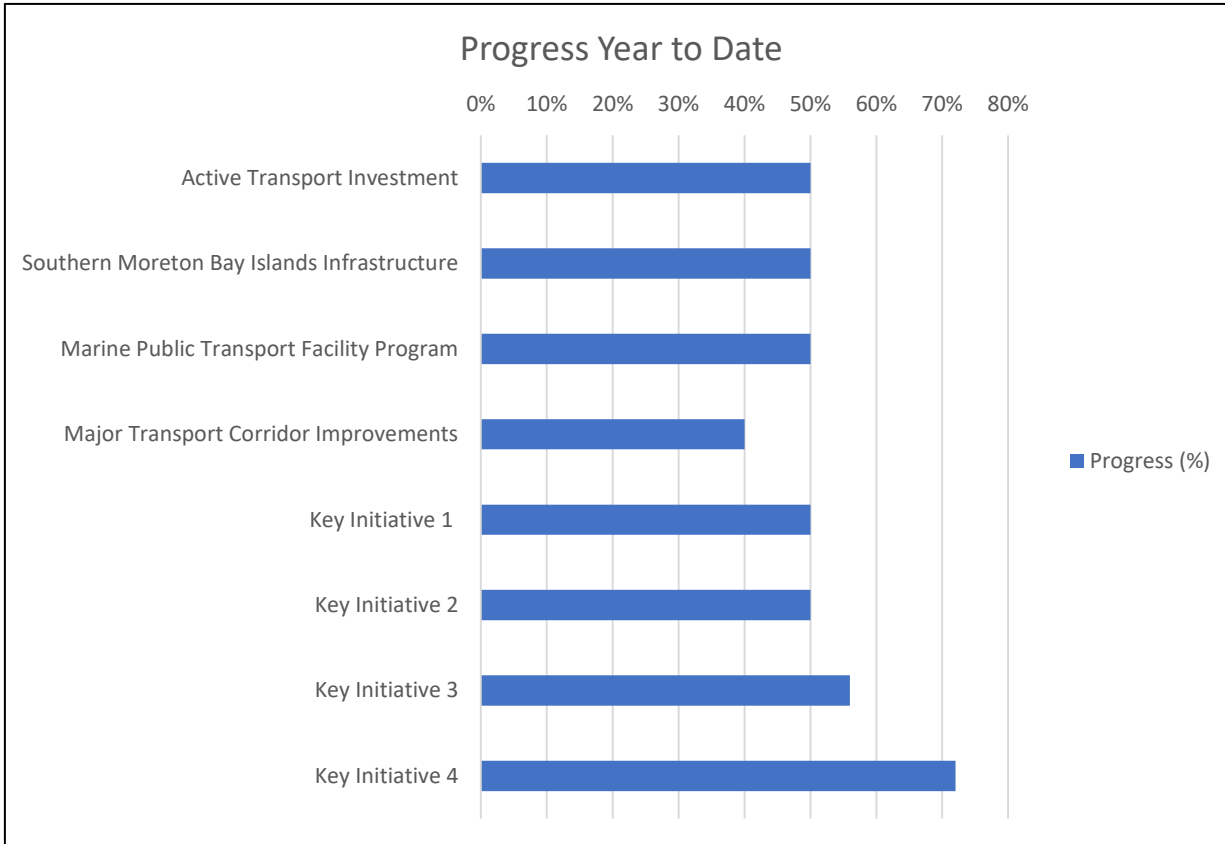
Deliver the Redlands Coast Biosecurity Plan 2018-2021.

Council visited 1,000 properties, inspecting 353 hectares. As a result 15 advisory notices for declared plants, four general biosecurity orders and one biosecurity order was issued.

Council engaged with local businesses and organisations to raise awareness of invasive plants and animals and attended the Local Government Biosecurity Reference Group Meeting.

Council supported the Community Bushcare Group, attended the Nursery Agricultural Trade Day, delivered environmental education workshops about bushfire ecology, biosecurity and understanding native plants, and helped residents to plant more than 5,000 native plants within or adjacent to identified environmental corridors/priority areas to apply control and management measures for pests, weed species and erosion control across Redlands Coast.

Liveable Neighbourhoods



For details on Liveable Neighbourhoods Key Initiatives 1-4 refer pages 39 to 40 of this attachment.

Liveable Neighbourhoods





Catalyst Project CP5.1 Active Transport Investment - Pivot Council's existing transport expenditure to deliver a step-change in active transport connectivity across the city, through improving cycling and pedestrian facilities.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP5.1.1 Continue to provide transport connectivity across Redlands Coast by improving cycling and pedestrian facilities.			City Assets	
a) Develop capital works program planning to improve connectivity of footpaths and cycleways.	Q1	●	25.0%	
	Q2	●	50.0%	
b) Deliver the capital works program to construct footpaths and cycleways.	Q1	●	25.0%	
	Q2	●	50.0%	
c) Continue to advocate with funding partners to align existing and future projects to targeted funding opportunities.	Q1	●	25.0%	
	Q2	●	50.0%	



Catalyst Project CP5.2 Southern Moreton Bay Islands Infrastructure - Consolidate existing plans and strategies to develop a roadmap to improve infrastructure on the islands.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP5.2.1 Consolidate existing plans and strategies for infrastructure across the Southern Moreton Bay Islands.			City Assets	
a) Define the project scope and identify resourcing required to consolidate strategies and plans from a planning, social, infrastructure and environmental perspective.	Q1	●	20.0%	
	Q2	●	50.0%	





Catalyst Project CP5.3 Marine Public Transport Facility Program - Progress the upgrade of the four Southern Moreton Bay Islands ferry terminals and review development opportunities both on adjoining land and through the repurposing of existing structures for recreational purposes.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP5.3.1 Deliver Southern Moreton Bay Island jetty upgrades in partnership with the Queensland Government.			City Assets	
a) Collaborate with the Queensland Government to deliver stages of nominated sites.	Q1		25.0%	
	Q2		50.0%	
b) Monitor project progression including expenditure of the overall project.	Q1		25.0%	
	Q2		50.0%	











Catalyst Project CP5.4 Major Transport Corridor Improvements - Including Wellington Street and Panorama Drive Upgrade Program – Deliver Stage 1 of the multi-stage upgrade of this major transport corridor.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP5.4.1 Deliver the Wellington Street and Panorama Drive Upgrade Program Stage 1 in partnership with the Federal Government.			City Assets	
a) Complete service relocations and commence civil construction works.	Q1		15.0%	Planning for service relocations has been completed, on-site works have not commenced and expect to release multi-year construction tender to market in late quarter two.
	Q2		40.0%	









Key Initiative KI5.1 Key Initiative 1 - Undertake planning to create attractive and vibrant city centres where people can live and work locally.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI5.1.1 Leverage the centres management approach to support mixed-use centres that provide opportunities for living and working locally.			Community and Economic Development	
a) Identify development and investment opportunities.	Q1		25.0%	
	Q2		50.0%	
b) Coordinate local activity to improve and promote liveability of centres.	Q1		25.0%	
	Q2		50.0%	







Key Initiative KI5.2 Key Initiative 2 - Develop a framework for an ongoing local area planning program to provide solutions to meet the specific needs of individual local areas and support their unique character and identity.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI5.2.1 Develop a framework for an ongoing local area planning program.			City Planning and Assessment	
a) Define local area planning, identify key locations that require finer grade planning, establish a level of significance and priority, and prepare a work program.	Q1		25.0%	
	Q2		50.0%	
b) Commence a statutory review of the Local Government Infrastructure Plan.	Q1		25.0%	
	Q2		50.0%	
c) Continue collaboration and input into the review of planning provisions for the City's canal and lakeside estates.	Q1		25.0%	
	Q2		50.0%	
d) Finalise Major Amendment 05/19 – South West Victoria Point Local Plan.	Q1		50.0%	
	Q2		50.0%	
e) Continue to progress land use investigations of the Southern Thornlands Potential Future Growth Area including drafting any required amendments to City Plan.	Q1		50.0%	
	Q2		50.0%	

Key Initiative KI5.3 Key Initiative 3 - Engage our community to co-design the liveability of their neighbourhoods through planning, placemaking, and the management of community assets.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI5.3.1 Engage the Redlands Coast community to co-design the liveability of their neighbourhoods through planning, placemaking, and the management of community assets.			City Planning and Assessment	
a) Progress two minor/administrative amendments and Major Amendment 02/20- General.	Q1		25.0%	
	Q2		50.0%	
b) Commence implementation of Major Amendment 03/19 – Heritage with a supporting incentives package and implement Temporary Local Planning Instrument 01/21 – Protection of Local Heritage Places (TLPI 01/21) as an interim protection measure.	Q1		75.0%	
	Q2		75.0%	
c) Finalise Major Amendment 04/20 - Medium Density Residential Zone Code Amendment.	Q1		50.0%	
	Q2		50.0%	
d) Finalise Major Amendment 01/21 Environmental.	Q1		25.0%	
	Q2		50.0%	

Key Initiative KI5.4 Key Initiative 4 - Deliver the Redlands Coast Transport Strategy, to create a more efficient, accessible and safer integrated transport system.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI5.4.1 Deliver the Redlands Coast Transport Strategy 2041.			City Planning and Assessment	
a) Commence development of the Redlands Coast Active Transport Plan.	Q1		25.0%	
	Q2		50.0%	
b) Implement the Weinam Creek car share initiative.	Q1		100.0%	
	Q2		100.0%	
c) Commence an options analysis for the Northern Greenway Transport Corridor.	Q1		40.0%	
	Q2		65.0%	

Liveable Neighbourhoods - Key Activities and Highlights

Develop a framework for an ongoing local area planning program.

Consultants were appointed to assist Council with its review of the Local Government Infrastructure Plan.

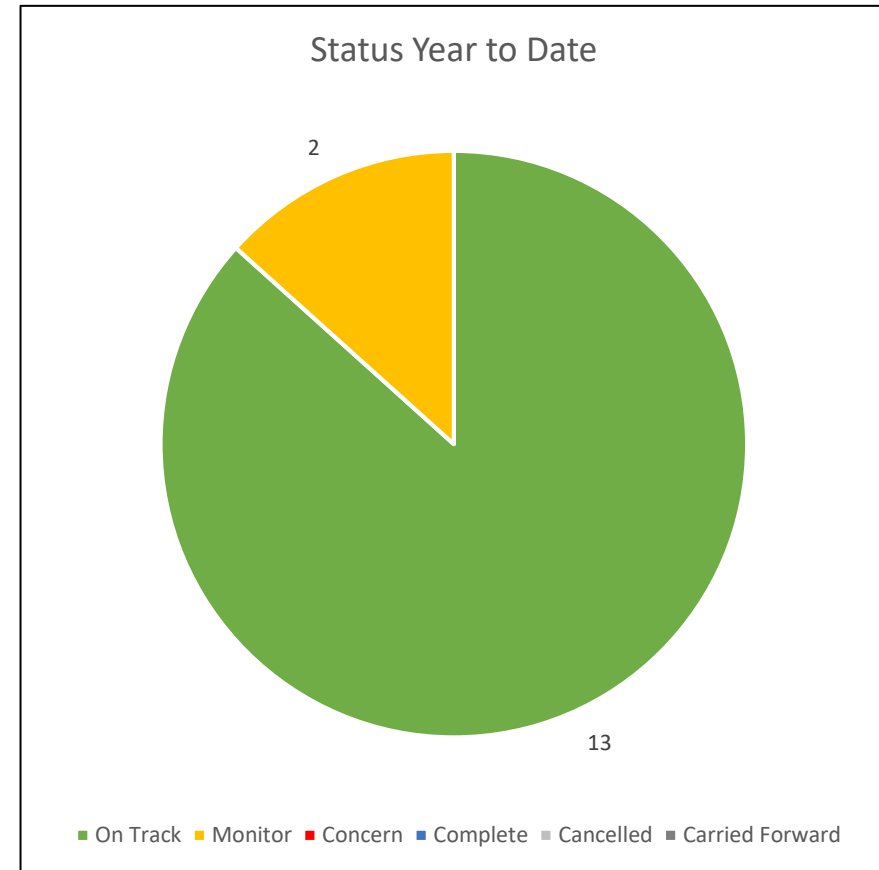
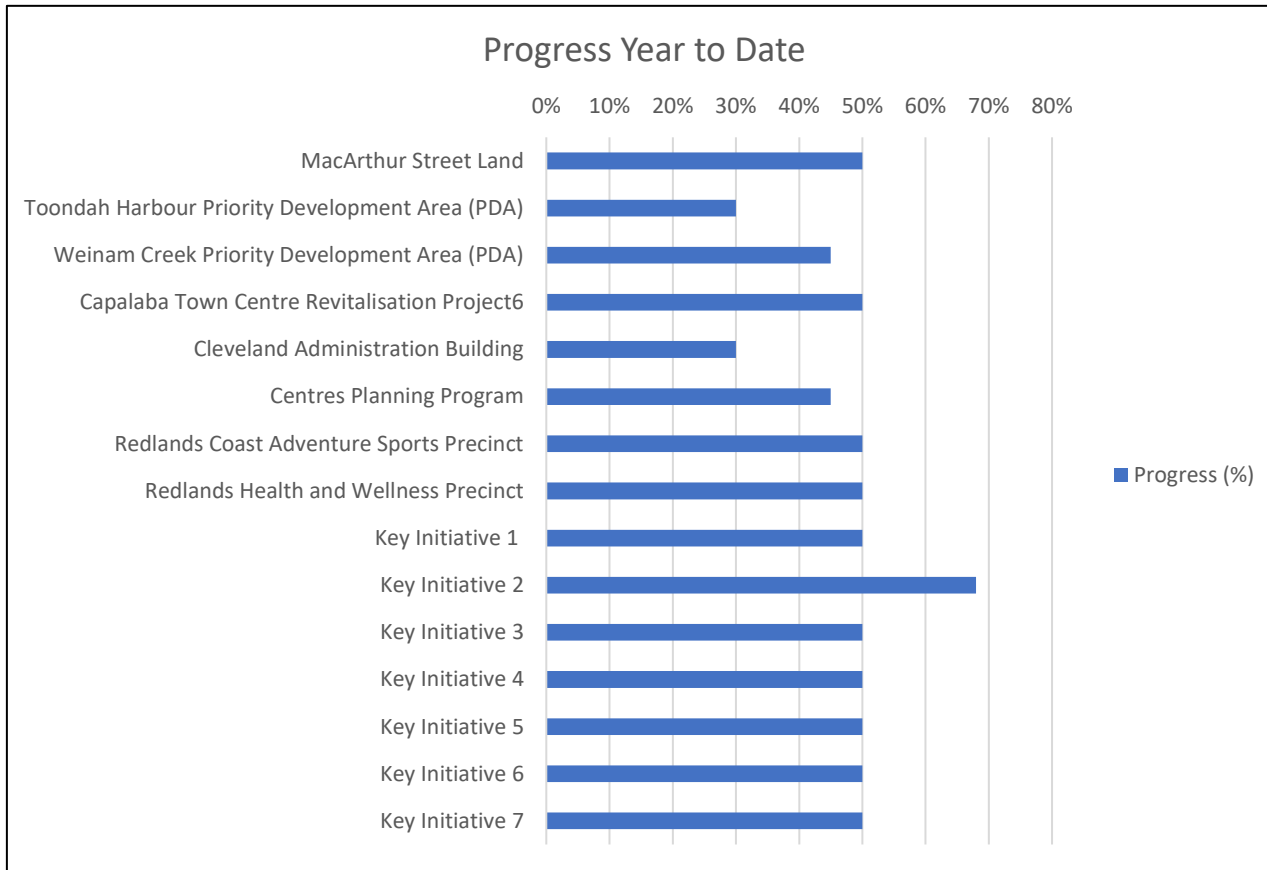
Leverage the centres management approach to support mixed-use centres that provide opportunities for living and working locally.

The Cleveland Productive Precinct Prospectus is being used to promote the Cleveland offer and generate investment interest in the centre. Initiatives are being explored in partnership with industry to boost commercial occupancy in Cleveland by providing small business growth space, subject to leveraging external resources.

Deliver the Redlands Coast Transport Strategy 2041.

The Weinam Creek Car Share Scheme is now operational. Scoping work has progressed to develop a Draft Redlands Coast Active Transport Plan. An options analysis was progressed for the Northern Greenway.



Thriving Economy




For details on Thriving Economy Key Initiatives 1-7 refer pages 48 to 50 of this attachment.




Thriving Economy

Catalyst Project CP6.1 MacArthur Street land - Seek partnerships for investment in infrastructure and facilities that balance enhanced social and economic opportunities.





Operational Plan 2021-2022 Activity			Progress	Commentary
CP6.1.1 Seek partnerships for investment in infrastructure and facilities for MacArthur Street Land.			Environment and Regulation	
a) Finalise recommendations in relation to the social and economic opportunities for the land.	Q1		25.0%	
	Q2		50.0%	

Catalyst Project CP6.2 Toondah Harbour Priority Development Area (PDA) - Progress Council's obligations under its Development Agreement with Economic Development Queensland and Walker Corporation to support the commitment to reinforce Toondah Harbour as the regional gateway to Moreton Bay and the islands.





Operational Plan 2021-2022 Activity			Progress	Commentary
CP6.2.1 Progress the delivery of the Toondah Harbour PDA.			Office of the General Manager Organisational Services	
a) Report on progress of the development of the Environmental Impact Statement (EIS) covering coastal processes, water quality, aquatic ecology, fisheries, shorebirds, koalas and cultural heritage.	Q1		15.0%	The draft EIS has been submitted to the Department of Agriculture, Water and Environment and is in the adequacy review stage.

a) Report on progress of the development of the Environmental Impact Statement (EIS) covering coastal processes, water quality, aquatic ecology, fisheries, shorebirds, koalas and cultural heritage.	Q2		30.0%	Redland Investment Corporation continued to work closely with Walker Group and Economic Development Queensland to progress the Toondah Harbour PDA redevelopment progress. The Draft Environmental Impact Studies is currently in the adequacy review stage with the Australian Government Department of Agriculture, Water and the Environment.
b) Report on the implementation of a public consultation process on the final EIS.	Q1		15.0%	Public Notice period (40 business days) will commence when the Department of Agriculture, Water and Environment approves the release of the draft EIS to the community.
	Q2		30.0%	Public Notice period (40 business days) will commence when the Department of Agriculture, Water and Environment approves the release of the draft EIS to the community.



Catalyst Project CP6.3 Weinam Creek Priority Development Area (PDA) - Progress Council's staged master-plan that will transform the waterfront of Redland Bay, provide community infrastructure for local families, improve the usability of the transport hub, attract visitors, create jobs and drive economic development in the area.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP6.3.1 Progress the delivery of the Weinam Creek PDA.			Office of the General Manager Organisational Services	
a) Finalise the PDA master-plan with Economic Development Queensland.	Q1		25.0%	
	Q2		50.0%	
b) Progress Stage 3 of the Weinam Creek PDA project involving civil works on the northern side of Weinam Creek, and investigate boat ramp changes and carpark alterations.	Q1		15.0%	The master-plan for the Weinam Creek Priority Development area has been submitted to Economic Development Queensland for assessment. The master-plan was available for public consultation in quarter one of 2021-2022. The next step is for Economic Development Queensland to review the application and submissions made during the public consultation period and make a decision on the application.
	Q2		40.0%	







Catalyst Project CP6.4 Capalaba Town Centre Revitalisation Project - Progress the revitalisation of Capalaba Town Centre to create a vibrant mixed-use centre anchored by community, commercial, and retail facilities, and activated public spaces with integrated transport.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP6.4.1 Progress the Capalaba Town Centre Revitalisation Project.			Community and Economic Development	
a) Coordinate the project steering committee and maintain oversight over deliverables.	Q1		25.0%	
	Q2		50.0%	
b) Leverage wider investment opportunities for the Capalaba Town Centre.	Q1		25.0%	
	Q2		50.0%	







Catalyst Project CP6.5 Cleveland Administration Building - Undertake a review of Council's Cleveland accommodation requirements.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP6.5.1 Commence a review of Council's Cleveland accommodation.			Office of the General Manager Organisational Services	
a) Undertake pre-planning activities to determine options for Council's office footprint in Cleveland.	Q1		25.0%	Work is underway to appoint a Project Manager to guide Council's efforts and to develop a detailed business case for Council's consideration of the next steps.
	Q2		30.0%	





Catalyst Project CP6.6 Centres Planning Program - Accelerate a centres planning program to enhance the city's productive precincts including the Cleveland CBD, creating opportunity for business investment, and increase in skills and capacity for employment.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP6.6.1 Implement a centre management approach to enhance Redlands Coast key economic and lifestyle precincts.			Community and Economic Development	
a) Establish a place management governance and delivery model with an initial focus on Cleveland CBD.	Q1		25.0%	Governance and delivery model options are being refined, following recruitment of a permanent Place Manager, for rollout in quarter three.
	Q2		35.0%	
b) Deliver priority projects focused on economic impact, activations and placemaking.	Q1		25.0%	
	Q2		50.0%	
c) Review progress in Cleveland and apply learnings to the implementation of other centres.	Q1		25.0%	
	Q2		50.0%	

Catalyst Project CP6.7 Redlands Coast Adventure Sports Precinct - Progress the new Redlands Coast integrated Aquatic Centre and Olympic standard Canoe-Kayak Slalom facility to provide additional sport, recreation and emergency services education and training facilities.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP6.7.1 Undertake planning for integrated aquatic and canoe/kayak slalom facilities.			Community and Economic Development	
a) Progress detailed master-planning for an integrated aquatic Olympic standard whitewater facility.	Q1		25.0%	
	Q2		50.0%	
b) Continue planning and advocacy for the 2032 Olympic and Paralympic Games.	Q1		25.0%	
	Q2		50.0%	
c) Leverage opportunities connected to the broader Birkdale Community Precinct.	Q1		25.0%	
	Q2		50.0%	

Catalyst Project CP6.8 Redlands Health and Wellness Precinct - Facilitate the delivery of the Redlands Health and Wellness Precinct as a catalyst economic opportunity to create an expanded health, social services, education and allied health cluster that can generate employment growth, and promote higher order specialist and tertiary health services.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP6.8.1 Collaborate with industry and government to advance the Redlands Health and Wellness Precinct.			Community and Economic Development	
a) Collaborate with project partners for delivery of the Redlands Health and Wellness Precinct and establish a Memorandum of Understanding with key stakeholders and other relevant parties.	Q1		25.0%	
	Q2		50.0%	
b) Contribute to activating a legislative pathway for delivering the Redlands Health and Wellness Precinct Master Plan.	Q1		25.0%	
	Q2		50.0%	

Key Initiative KI6.1 Key Initiative 1 - Continue to implement the Redlands Economic Development Framework 2041 and key industry sector plans to grow the city's economy in key sectors:





- Health Care and Social Assistance
- Education and Training
- Rural Enterprise
- Manufacturing
- Tourism

Operational Plan 2021-2022 Activity			Progress	Commentary
KI6.1.1 Implement plans to grow the Redlands Coast economy in key economic industry sectors.			Community and Economic Development	
a) Finalise and commence implementation of the Redland City Manufacturing Industry Sector Plan 2021-2026.	Q1	●	25.0%	
	Q2	●	50.0%	
b) Contribute to implementation of the Redlands Coast Destination Management Plan 2021-2026.	Q1	●	25.0%	
	Q2	●	50.0%	
c) Continue to implement industry sector plans for health care and social assistance, the education and training industry, and the rural enterprises industry.	Q1	●	25.0%	
	Q2	●	50.0%	



Key Initiative KI6.2 Key Initiative 2 - Promote Redlands Coast as a destination of choice through the delivery of the Redlands Coast Destination Management Plan.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI6.2.1 Deliver the Redlands Coast Destination Management Plan 2021-2026.			Communication, Engagement and Tourism	
a) Finalise the Redlands Coast Destination Management Plan 2021-2026.	Q1	●	85.0%	
	Q2	●	85.0%	
b) Implement actions of the Redlands Coast Destination Management Plan 2021-2026.	Q1	●	25.0%	
	Q2	●	50.0%	







Key Initiative KI6.3 Key Initiative 3 - Advocate for improved digital infrastructure to enhance the city's capacity to attract business investment and growth and enhance productivity.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI6.3.1 Undertake advocacy with all levels of government and industry for improved data and communications infrastructure to support Redlands Coast current and future business needs.			Community and Economic Development	
a) Advocate for expansion of the national broadband network business grade fibre zone in key business precincts across Redlands Coast.	Q1		25.0%	
	Q2		50.0%	
b) Support identification of funding opportunities for expansion of Council's dark fibre project and opportunities for businesses to connect.	Q1		25.0%	
	Q2		50.0%	



Key Initiative KI6.4 Key Initiative 4 - Collaborate with community, industry, local businesses, and entrepreneurs to realise opportunities in the circular economy.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI6.4.1 Promote opportunities in the circular economy.			Community and Economic Development	
a) Facilitate partnerships that encourage industry and business to participate in the circular economy.	Q1		25.0%	
	Q2		50.0%	



Key Initiative KI6.5 Key Initiative 5 - Deliver initiatives to attract investment to Redlands Coast across key industry sectors, and support local businesses.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI6.5.1 Boost the Redlands Coast investment profile through targeted proactive strategy, marketing and focused implementation.			Community and Economic Development	
a) Develop an investment attraction plan to support growth of the Redlands Coast economy, based on sound economic analysis.	Q1		25.0%	
	Q2		50.0%	
b) Produce an investment prospectus that captures the current pipeline of investment, local success stories, specific opportunities and identifies new incentives.	Q1		25.0%	
	Q2		50.0%	
c) Develop a marketing plan that drives implementation and supports a seamless customer experience.	Q1		25.0%	
	Q2		50.0%	

Key Initiative KI6.6 Key Initiative 6 - Support the attraction and delivery of events through improved infrastructure at event locations across the city.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI6.6.1 Review events infrastructure requirements at Council venues.			Communication, Engagement and Tourism	
a) Investigate event infrastructure requirements at key Council venues, such as parks and the showground, to maximise event attraction.	Q1		25.0%	
	Q2		50.0%	

Key Initiative KI6.7 Key Initiative 7 - Support key festivals that drive visitors to Redlands Coast.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI6.7.1 Deliver actions from the Redland City Events Strategy and Action Plan 2017- 2022.			Communication, Engagement and Tourism	
a) Attract and retain key festivals and events on Redlands Coast.	Q1		25.0%	
	Q2		50.0%	

Thriving Economy - Key Activities and Highlights

Implement plans to grow the Redlands Coast economy in key economic industry sectors.

The development of the Manufacturing Industry Sector Plan (MISP) continued to be progressed with feedback on KPMG Consultant's Draft MISP considered by Council. A further network event of manufacturing businesses (Business Brews) was held in October with a key note speaker from TAFE engaging with attendees. Diverse education and employment pathways under the Redland City Education and Training Industry Sector Plan are being explored with Council participating in the Redlands Regional Jobs Committee, Redlands Young Futures Advisory Group and Local Jobs and Skills Taskforce.

Progress the Capalaba Town Centre Revitalisation Project.

Redland Investment Corporation continued to work closely with preferred development partner Shayher Group to progress the Draft Master Plan and finalise commercial agreements.

Implement a centre management approach to enhance Redlands Coast key economic and lifestyle precincts.

Key initiatives are progressing including project development of an industry-driven small business growth centre, bringing together local start-ups and investors and development of a Village Events and Activation Grants Program to be implemented in quarter three.

Undertake planning for integrated aquatic and canoe/kayak slalom facilities.

Following confirmation of the Birkdale Community Precinct as the location for the Olympic canoe slalom venue, detailed project planning for the Redlands Coast Adventure Sports Precinct progressed. As arrangements for delivery of the Brisbane Olympic and Paralympic Games evolved, Mayor Karen Williams was confirmed as a member of the Organising Committee of the Olympic Games (OCOG).

Boost the Redlands Coast investment profile through targeted proactive strategy, marketing and focused implementation.

Council forged a strong partnership with Trade & Investment Queensland and successfully delivered the 'Business Breakfast - Redlands Coast & New Zealand' breakfast event, which is the first in a series of collaborative events. Relationships were also developed with local industries to assist with their growth as well as gain knowledge of current market challenges to help devise solutions. Support was provided to local businesses to connect them to global investment opportunities. Work commenced to develop a new Invest Redlands Coast microsite.

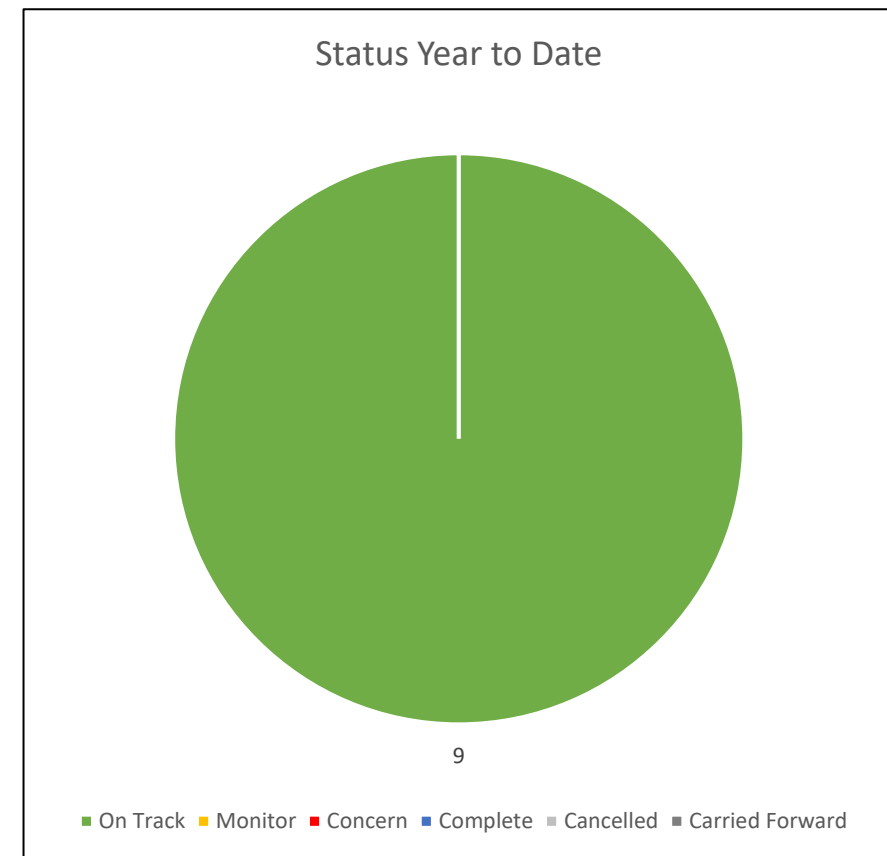
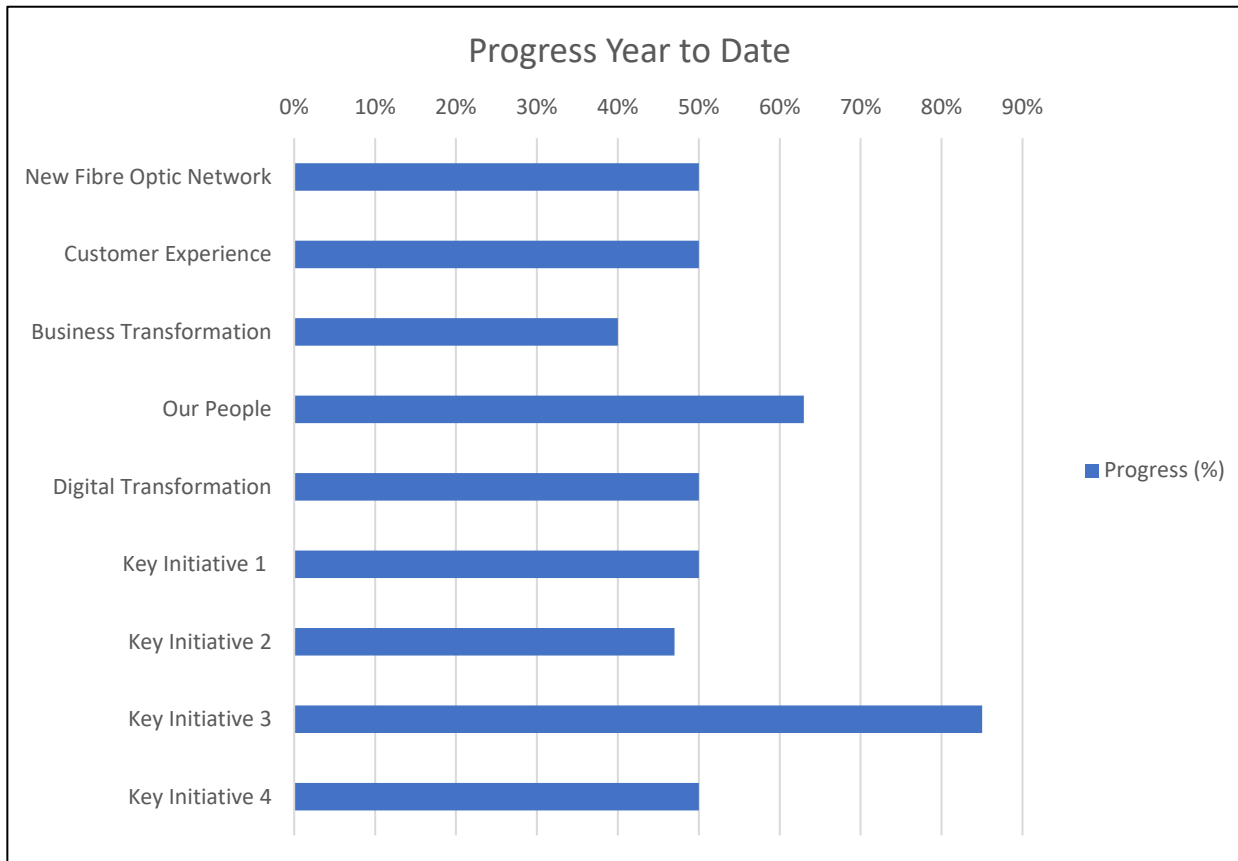
Deliver the Redlands Coast Destination Management Plan 2021-2026.

Further work has been undertaken on the Draft Destination Management Plan to strategically align the key actions with the opportunities presented by the upcoming Brisbane 2032 Olympics and Paralympic Games and to ensure a stronger focus on First Nations tourism, as the Draft Plan was focused around COVID-19 and industry recovery.

Progress the delivery of the Weinam Creek PDA.

Following public consultation, the Draft Master Plan for the Weinam Creek Priority Development Area was submitted to Economic Development Queensland for assessment.

Efficient and Effective Organisation



For details on Efficient and Effective Organisation Key Initiatives 1-4 refer pages 57 to 58 of this attachment.

Efficient and Effective Organisation





Catalyst Project CP7.1 New Fibre Optic Network - Deliver Council's fast fibre optic network to provide savings for Council's own existing operating costs, improve connectivity between Council sites, while also offering capacity to improve services for local businesses.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP7.1.1 Progress the Redlands Coast Fibre Optic Network.			Corporate Services	
a) Continue to build the fibre optic network across Redlands Coast including connecting Council sites to the network.	Q1	●	25.0%	
	Q2	●	50.0%	
b) Investigate opportunities to optimise the fibre optic network for community benefit.	Q1	●	25.0%	
	Q2	●	50.0%	





Catalyst Project CP7.2 Customer Experience - Deliver Council's Customer Experience Strategy to enable customer centric service delivery which meets the community's changing needs, making it easier to work with Council and provides quality customer outcomes consistently. By engaging with our community we will work to enhance our digital first capabilities.





Operational Plan 2021-2022 Activity			Progress	Commentary
CP7.2.1 Deliver Council's Customer Experience Strategy to enable customer centric service delivery.			Customer and Cultural Services	
a) Investigate options to establish a 'voice of customer' program.	Q1	●	20.0%	
	Q2	●	50.0%	
b) Identify and review options to implement customer experience measures.	Q1	●	25.0%	
	Q2	●	50.0%	
c) Identify customer experience training needs for employees and review training implementation options.	Q1	●	20.0%	
	Q2	●	50.0%	

Catalyst Project CP7.3 Business Transformation - Deliver a Business Transformation Strategy to enable changes which reduce red tape, save money, and improve community outcomes.





Operational Plan 2021-2022 Activity			Progress	Commentary
CP7.3.1 Deliver the Business Transformation Strategy.			People, Culture and Organisational Performance	
a) Finalise the draft Strategy.	Q1		13.0%	Pre-engagement with key stakeholders across Council was undertaken to discuss the facilitation of Business Transformation Strategy development workshops.
	Q2		50.0%	
b) Implement the Strategy including engagement with key stakeholders and benchmarking with other organisations.	Q1		13.0%	Pre-engagement with key stakeholders across Council was undertaken to discuss the facilitation of Business Transformation Strategy development workshops.
	Q2		30.0%	A Draft Transformation Strategy has been developed based on five pillars: balanced expectations, useful technology, innovative organisation, sustainable value and real change. The Draft Strategy will undergo stakeholder engagement prior to finalisation, and will be supported by an implementation plan.

Catalyst Project CP7.4 Our People - Deliver Council's People Strategy to enable a thriving organisation, supported by a healthy and inclusive work environment, organisational agility, cultural integrity and responsible leadership.



Operational Plan 2021-2022 Activity			Progress	Commentary
CP7.4.1 Embed and promote the Redland City Council employer brand.			People, Culture and Organisational Performance	
a) Embed the employee value proposition in all people practices within Council.	Q1		25.0%	
	Q2		50.0%	
b) Deliver targeted and ad-hoc communications both internally and externally.	Q1		25.0%	
	Q2		50.0%	

CP7.4.2 Embed Council's organisational values.			People, Culture and Organisational Performance	
a) Enable delivery of 'our team, our values' workshops to articulate team behaviours to values.	Q1		100.0%	
	Q2		100.0%	
b) Promote and celebrate outcomes of 'our team, our values' and continue the conversation.	Q1		25.0%	
	Q2		50.0%	







Catalyst Project CP7.5 Digital Transformation - Review and modernise Council's systems and implement digital processes to enable contemporary and easier ways to access and interact with Council information and services.

Operational Plan 2021-2022 Activity			Progress	Commentary
CP7.5.1 Develop an information management strategy for Council.			Corporate Services	
a) Identify opportunities to improve business process through automation and technology.	Q1		25.0%	
	Q2		50.0%	
b) Identify ways to modernise Council's systems and implement digital processes.	Q1		25.0%	
	Q2		50.0%	





Key Initiative KI7.1 Key Initiative 1 - Review Council services to ensure we have the right offering, to meet our community needs and remain financially sustainable.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI7.1.1 Review Council's services.			People, Culture and Organisational Performance	
a) Implement a self-service approach and service catalogue via Council's new intranet.	Q1		25.0%	
	Q2		50.0%	











Key Initiative KI7.2 Key Initiative 2 - Continue our transformation toward asset management best practice by using improved data to shift from reactive to planned maintenance.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI7.2.1 Continue to improve Council's asset management.			Strategic Asset and Portfolio Management	
a) Invest in data improvements.	Q1		25.0%	
	Q2		40.0%	
b) Strengthen the culture, increase the skills and knowledge of key stakeholders.	Q1		25.0%	
	Q2		50.0%	
c) Develop a maintenance management strategy.	Q1		20.0%	
	Q2		50.0%	

Key Initiative KI7.3 Key Initiative 3 - Improve our value for money delivery through the upgrade of our financial management system.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI7.3.1 Improve Council's financial management system.			Corporate Services	
a) Implement Council's new financial management system.	Q1		60.0%	
	Q2		85.0%	
b) Optimise Council's financial business processes to enhance efficiency.	Q1		60.0%	
	Q2		85.0%	

Key Initiative KI7.4 Key Initiative 4 - Strengthen internal efficiencies, external savings and Council's long-term sustainability to deliver on the Corporate Plan through implementation of strategic procurement practices and initiatives which improve opportunities for local, social, sustainable and good governance purchasing outcomes.

Operational Plan 2021-2022 Activity			Progress	Commentary
KI7.4.1 Deliver the Procurement Transformation Program and continue to implement strategic contracting procedures including a forward contracting plan.			General Counsel	
a) Implement phase two of the MyBuy portal.	Q1		25.0%	
	Q2		50.0%	
b) Continue to develop ArcBlue dashboards to align with categories.	Q1		25.0%	
	Q2		50.0%	
c) Continue to scope out and implement the contract management system.	Q1		25.0%	
	Q2		50.0%	
d) Deliver category management training.	Q1		25.0%	
	Q2		50.0%	
e) Increase local benefit and maintain a positive trend.	Q1		25.0%	
	Q2		50.0%	

Efficient and Effective Organisation - Key Activities and Highlights

Deliver the Procurement Transformation Program and continue to implement strategic contracting procedures including a forward contracting plan.

Quarter two saw a slightly reduced level in local spend activity at approximately 20%, or just over \$6M, spent directly with local based suppliers. However, the broader benefits with principal suppliers employing locals and working directly with local subcontractors and goods and service providers was still being delivered to the Redland Local Government Area. Council supported a major business and jobs expo in November 2021 to help local businesses thrive and to foster more employment opportunities. The Procurement and Contracts Unit were an exhibitor at the expo and provided guidance and advice to many businesses that sought information on how to work with Council. Council's new modernised contract management system has been implemented and commenced rollout during this quarter.

Progress the Redlands Coast Fibre Optic Network.

The commercialisation contract was sent to an external consultant for review.

Deliver the Business Transformation Strategy.

Drafting of a Transformation Strategy commenced based on five pillars of transformation: balanced expectations, useful technology, innovative organisation, sustainable value, and real change. The Draft Strategy will undergo stakeholder engagement prior to finalisation, and will be supported by an implementation plan.

Links to resources that support Operational Plan activities

City Leadership

[Redlands Coast Smart and Connected City Strategy](#)

[Your Say Redlands Coast](#)

Quandamooka Country

[Calendar of Significant Events](#)

[Native Title in the Redlands](#)

[North Stradbroke Island Economic Transition Strategy](#)

Liveable Neighbourhoods

[Southern Moreton Bay Islands Ferry Terminals Upgrade](#)

[Redland City Plan](#)

[Redland City Plan amendments](#)

[Redlands Coast Transport Strategy](#)

Thriving Economy

[Weinam Creek Priority Development Area Project](#)

[Capalaba Town Centre Revitalisation Project](#)

[Cleveland Centre Master Plan](#)

[Redlands Coast Adventure Sports Precinct](#)

[Future Planning and Development](#)

[ASPIRE Circular Economy Business Platform](#)

Strong Communities

[Redlands Coast Regional Sport and Recreation Precinct](#)

[Birkdale Community Precinct](#)

[Age-friendly Action Plan 2021-2026](#)

[Grants and Sponsorship Program](#)

[Community Safety Initiatives](#)

[Redland City Education and Training Industry Sector Plan 2018-2023](#)

Natural Environment

[Minjerribah Panorama Coastal Walk, Point Lookout Connection](#)

[Wildlife Connections Plan](#)

[Wildlife in the Redlands - Koala](#)

[Koala Conservation Plan](#)

[Coastal Hazard Adaptation Strategy](#)

[Seqwater](#)

[About City Water](#)

[Redlands Coast Biosecurity Plan](#)

[Indigiscapes](#)

[Waterway Management](#)

[Recreational Water Quality](#)

Efficient and Effective Organisation

[Working for Redland City Council](#)

[Tenders and Contracting](#)