

**Operational Plan 2021-2022**  
**Year End Summary**  
**and**  
**Performance Report**  
**Q4 FY 2021-2022**



## 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.

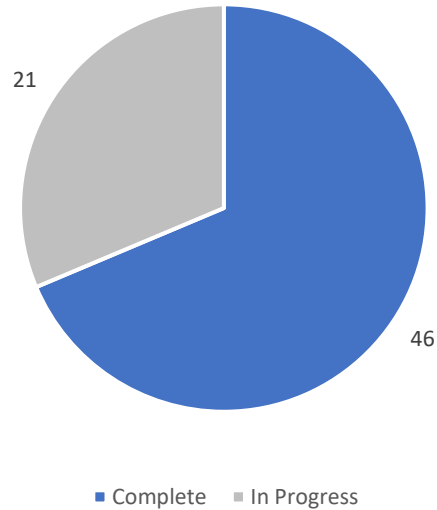
The Operational Plan Quarterly Performance Report includes a progress and status update for each activity for catalyst projects and key initiatives outlined in the Plan. The report provides commentary by exception on activity tasks that have a monitor or concern status. In addition, the report provides 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?

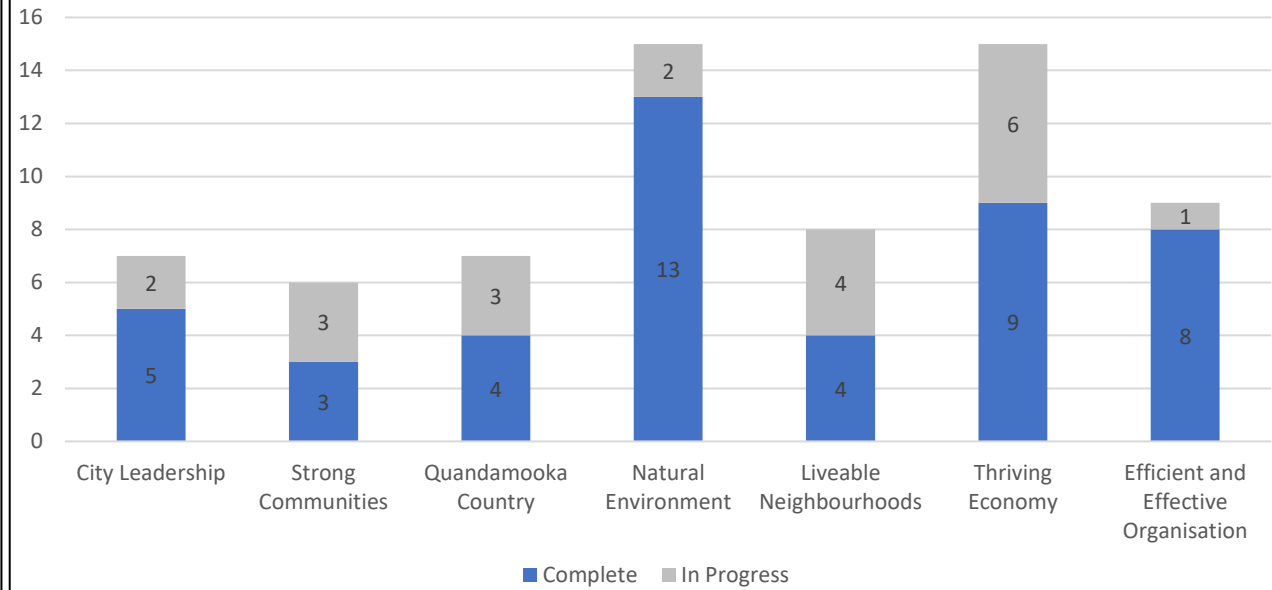
Goals (Themes)	Catalyst Project Activities	2021-2026 Key Initiative Activities	Status Year to Date
 CITY LEADERSHIP	3	4	
 STRONG COMMUNITIES	3	3	
 QUANDAMOOKA COUNTRY	3	4	
 NATURAL ENVIRONMENT	4	11	
 LIVEABLE NEIGHBOURHOODS	4	4	
 THRIVING ECONOMY	8	7	
 EFFICIENT AND EFFECTIVE ORGANISATION	5	4	

# Operational Plan 2021-2022 Year End Summary

Operational Plan 2021-2022 Year End Summary



Operational Plan 2021-2022 Year End Summary



The Operational Plan 2021-2022 is Council’s inaugural implementation plan for ‘Our Future Redlands – A Corporate Plan to 2026 and Beyond’. In the first year, Council completed 46 of 67 planned activities for the year including finalising one catalyst project and one key initiative. This reduces the number of Corporate Plan catalyst projects and key initiatives to be implemented from 67 to 65 over the remaining term of the Corporate Plan.

The activities finalised in 2021-2022 are Catalyst Project 3.3 New City Entry Statements and Key Initiative 7. 3 Improve our value for money delivery through the upgrade of our financial management system.

Council will continue to progress 21 activities from the Operational Plan 2021-2022. The majority of these activities (14 of 21) are on track for completion in 2022-2023. Progress of the remaining activities will be monitored for key challenges impacting delivery such as internal resourcing and dependencies on external events and stakeholders.

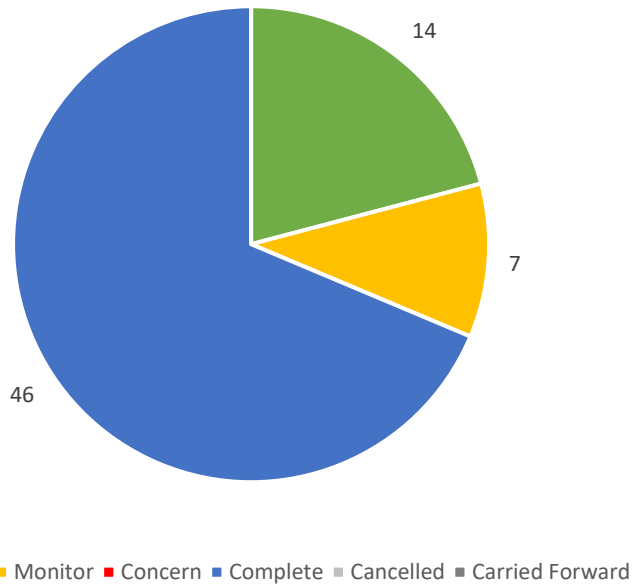
## Operational Plan 2021-2022 Year End Summary - Organisational Performance

Key Accountable	In Progress	Complete	Total Number of Activities
Organisational Services	9	13	22
Infrastructure and Operations	3	9	12
Community and Customer Services	8	22	30
Office of the Chief Executive Officer	1	2	3
<b>Total</b>	<b>21</b>	<b>46</b>	<b>67</b>

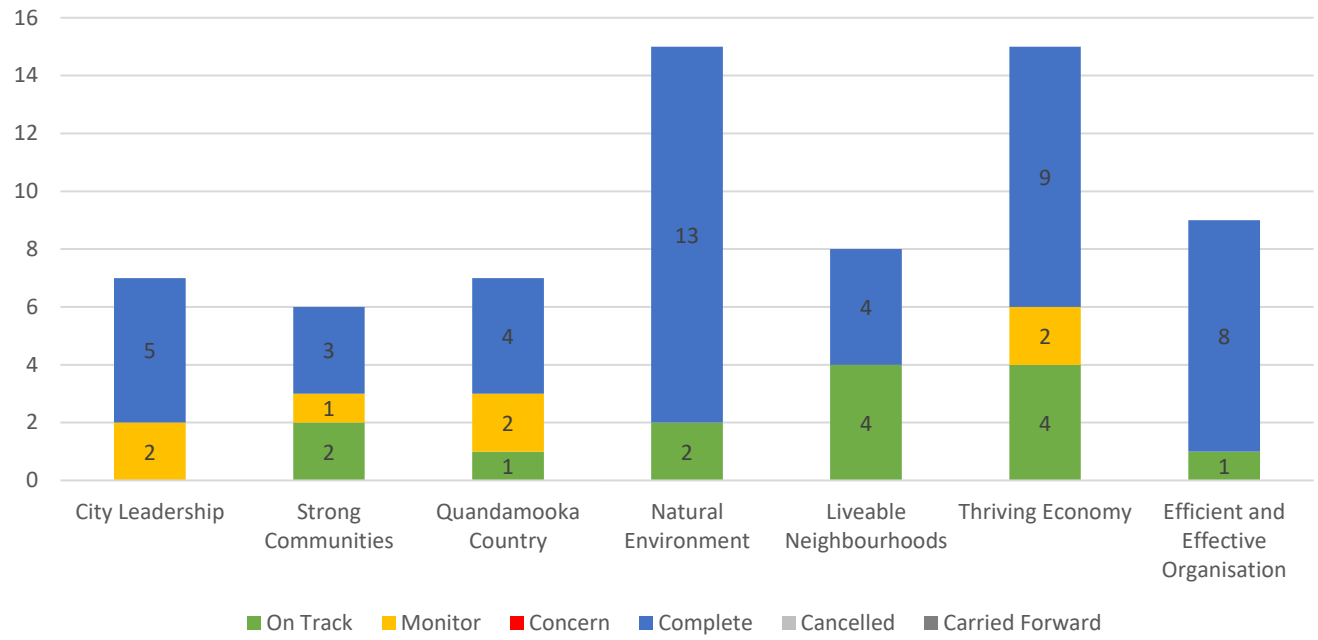
Lead	In Progress	Complete	Total Number of Activities
Office of the General Manager Organisational Services	3	-	3
City Assets	3	8	11
Corporate Governance	5	2	7
Corporate Services	-	3	3
Communication, Engagement and Tourism	1	6	7
Environment and Regulation	1	9	10
Community and Economic Development	4	11	15
City Planning and Assessment	2	1	3
Customer and Cultural Services	1	1	2
People, Culture and Organisational Performance	1	2	3
City Operations	-	1	1
Strategic Asset and Portfolio Management	-	1	1
General Counsel	-	1	1
<b>Total</b>	<b>21</b>	<b>46</b>	<b>67</b>

# Operational Plan 2021-2022 Quarter Four Progress

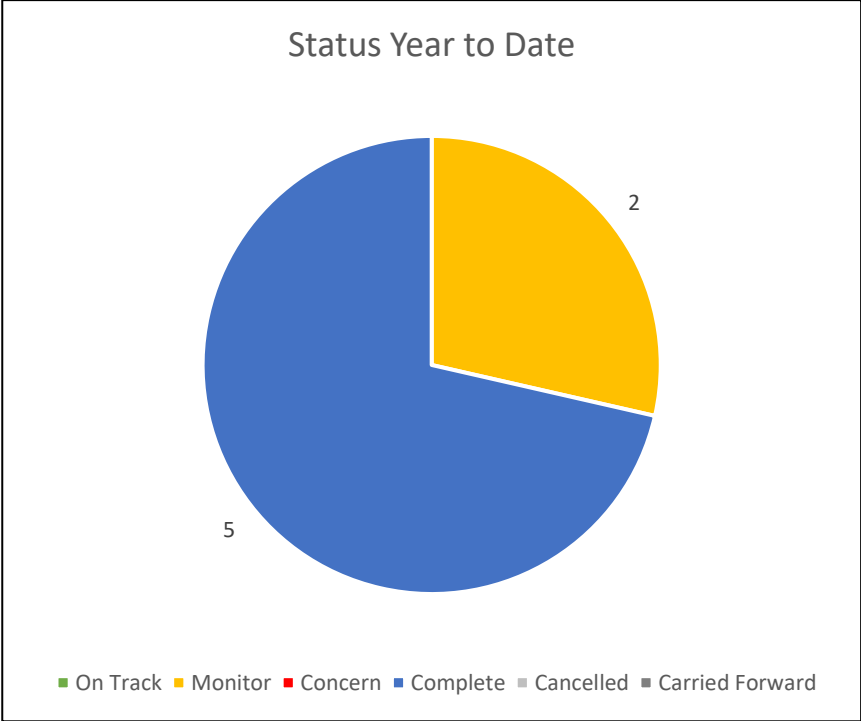
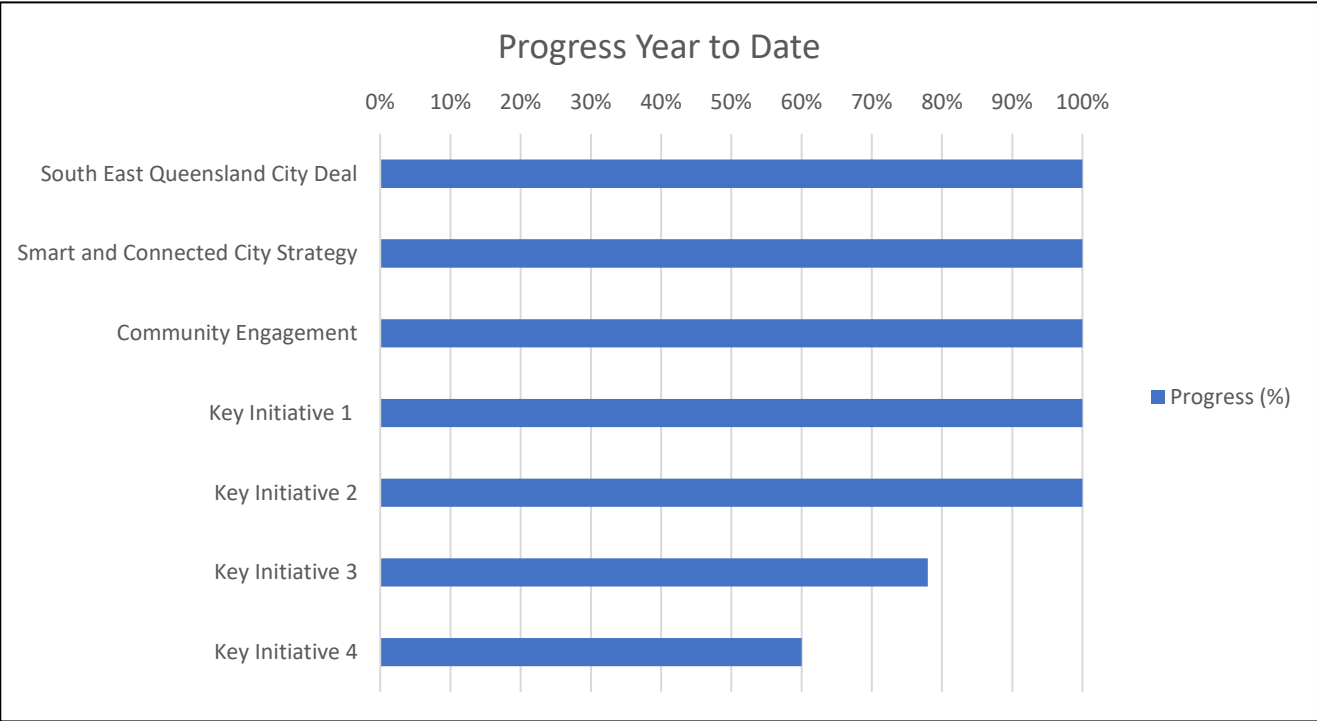
Operational Plan Activity Status



Operational Plan 2021-2022 Activity Progress















# City Leadership Quarter Four Progress











For details on City Leadership Key Initiatives 1-4 refer pages 9 to 11 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%
	Q2		50%
	Q3		75%
	Q4		100%
b) Promote collaborative economic outcomes through participation in local government working groups.	Q1		25%
	Q2		50%
	Q3		75%
	Q4		100%
c) Develop a Redlands Coast advocacy plan for key city building infrastructure.	Q1		25%
	Q2		50%
	Q3		75%
	Q4		100%

**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Promote opportunities for driving innovation through initiatives for business and community.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	











**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Implement improved engagement activities.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	













**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Implement improved communication activities.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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%	
	Q2		60%	
	Q3		60%	
	Q4		80%	The project scope has been completed and is currently going through final approval. The resourcing requirements included in the project scope are currently under consideration, with vacancies to be filled following the necessary recruitment processes.
b) Develop a process and criteria for nominating key projects and initiatives to be included in Council’s advocacy framework.	Q1		20%	
	Q2		30%	Initial scoping work complete, including a high level process. The scoping document requires initial approval prior to the process being developed.
	Q3		50%	Initial internal discussions have been held during the budget development process to identify key criteria. Further work is required to identify key advocacy priorities from existing Corporate Plan projects and initiatives.
	Q4		75%	Following engagement with neighbouring Councils a draft process has been developed, which now requires workshopping and internal approval.

**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%	
	Q2	 40%	
	Q3	 60%	
	Q4	 60%	Progressing this phase of the project has been delayed due to resourcing challenges. Following the establishment of a new Council Department Advocacy, Major Projects and Economic Development (AMPED) and the release of key census data an internal workshop has been scheduled to progress this phase of the project.
b) Analyse island eligibility for State and Federal regional and remote grant allocations.	Q1	 20%	
	Q2	 30%	A further analysis of Queensland Government funding streams required.
	Q3	 60%	
	Q4	 60%	Progressing this phase of the project has been delayed due to resourcing challenges. Following the establishment of AMPED and the release of key census data an internal workshop has been scheduled to progress this phase of the project.
c) Identify specific projects and initiatives that would benefit from State and Federal regional funding.	Q1	 20%	
	Q2	 30%	Projects and initiatives to be investigated through Council's budget development.
	Q3	 60%	
	Q4	 60%	Progressing this phase of the project has been delayed due to resourcing challenges. Following the establishment of AMPED and the release of key census data an internal workshop has been scheduled to progress this phase of the project.

## **City Leadership - Key Activities and Highlights**

### **Investigate Council's capacity to deliver meaningful engagement.**

Council continued to develop communication and engagement planning resources and templates to enhance Council's internal engagement activities. Council also delivered International Association for Public Participation accredited training for employees who are involved in Council projects that require elements of community engagement.

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

Council implemented and improved communication services including an enhanced news site on Council's website. Implemented in May 2022, the news site is now more like an online media news site complete with images rather than just media releases.

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

The project scoping document was finalised and is currently progressing through Council approval. Following approval of the project scoping document, engagement will be undertaken with key internal and external stakeholders to develop the internal advocacy guideline and process. A workshop will then be scheduled with Councillors to discuss the advocacy process and key advocacy asks.

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

Work has progressed on preparing the draft Smart and Connected City Strategy document.

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

Council delivered inclusive, meaningful and diverse community engagement activities to support the draft Birkdale Community Precinct Master Plan - the largest, most encompassing and diverse community project ever delivered by Council for Redlands Coast. The diverse community engagement activities included pop-up engagement stands at shopping centres, ferry terminals and community events, as well as stakeholder breakfast events, school and community group presentations, local business doorknock engagement and digital marketing campaigns. In March 2022 Council also developed a new community engagement plan template that includes a greater focus on identifying the broad range of stakeholder groups and the best ways to continually engage with them.

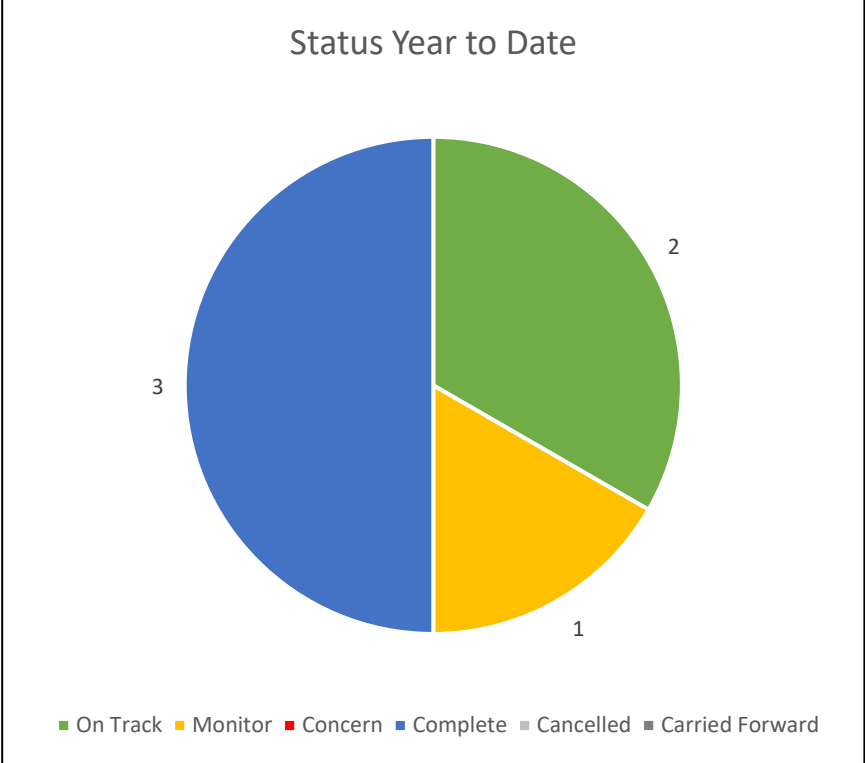
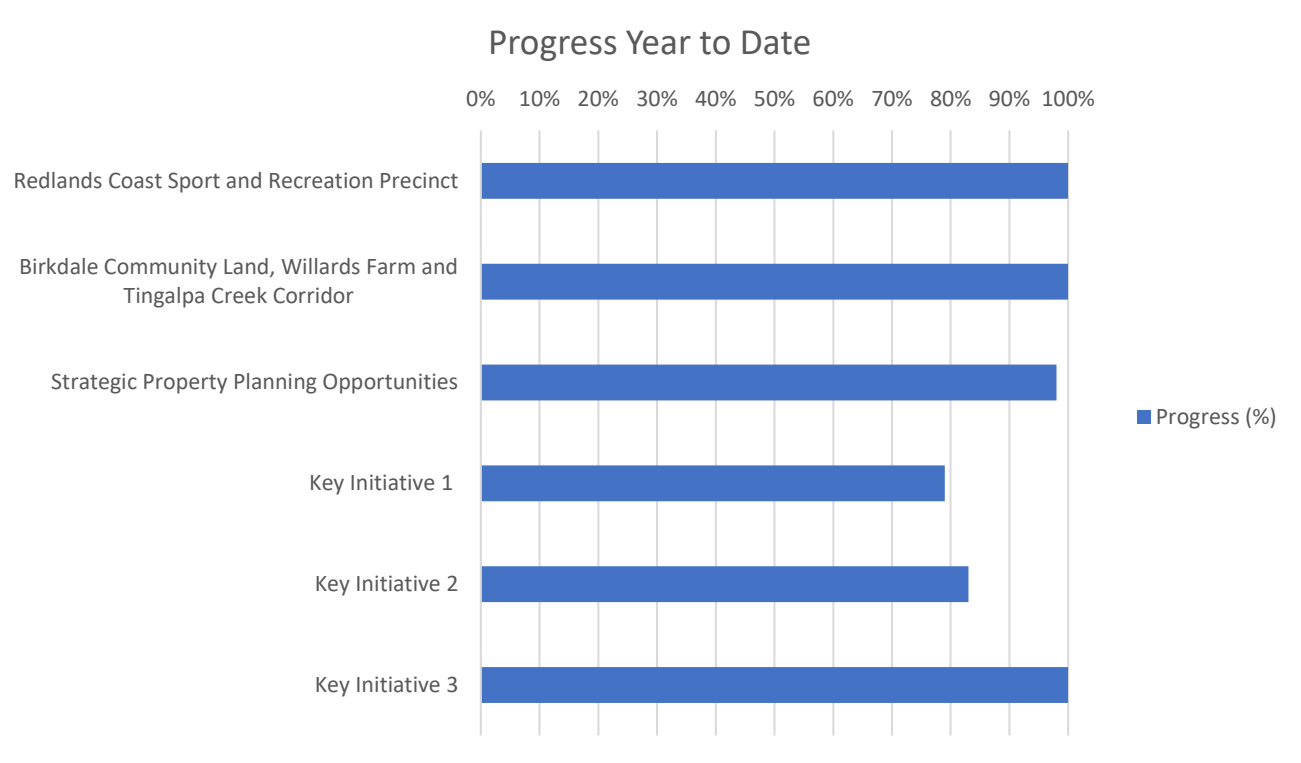
### **Undertake research to support advocacy efforts for all islands to be recognised as a regional status.**

A thorough needs assessment can now be undertaken following the recent release of key census data. An internal workshop has been scheduled to progress this needs analysis, with a series of external meetings to then be held to fully understand the needs of the community and the benefits of our islands securing regional status.

### **Represent Redlands Coast interests in the development and implementation of the South East Queensland City Deal.**

Council continued advocacy work including City Deal opportunities and opportunities surrounding the Brisbane Olympic and Paralympic Games in 2032 and First Nations tourism.







# Strong Communities Quarter Four Progress





For details on Strong Communities Key Initiatives 1-3 refer pages 16 to 19 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%
	Q2		30%
	Q3		65%
	Q4		100%
b) Commence implementing the action plan.	Q1		25%
	Q2		30%
			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.
			<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. <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.

Operational Plan 2021-2022 Activity			Progress	Commentary
				<u>Land acquisition</u> : A Council land update report was deferred to January 2022. <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.
	Q3		65%	
	Q4		100%	





**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%	
	Q2		100%	
	Q3		100%	
	Q4		100%	
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%	
	Q2		50%	
	Q3		85%	
	Q4		100%	























**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%	
	Q2		75%	
	Q3		85%	
	Q4		95%	Final internal consultation is planned to occur in July and August 2022. Finalisation of the framework is expected in September 2022 subject to Council approval.
b) Complete investigations into options for industrial land on Macleay Island.	Q1		45%	
	Q2		50%	
	Q3		90%	
	Q4		100%	

**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%	
	Q2		50%	
	Q3		50%	This task is currently paused while resourcing commitments are constrained due to a position vacancy.
	Q4		50%	Draft strategy placed on hold due to program impacts from COVID-19 response and during organisational structure change to ensure alignment with new direction.







Operational Plan 2021-2022 Activity			Progress	Commentary
b) Implement the Redlands Coast Age-friendly Action Plan 2021-2026.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Develop the Redlands Coast Youth Action Plan 2022-2027.	Q1		25%	
	Q2		50%	
	Q3		50%	This task is currently paused while the Stronger Communities Strategy is developed due to interplays between the Strategy and Youth Action Plan.
	Q4		50%	Progress delayed until Stronger Communities Strategy is finalised to ensure correct sequence of document hierarchy.
d) Develop the Redlands Coast Community Facilities Action Plan 2022-2027.	Q1		25%	
	Q2		50%	
	Q3		50%	This task is currently paused while resourcing commitments are constrained due to a position vacancy.
	Q4		50%	Draft action plan paused to allow alignment with new organisational structure and priorities.
e) Deliver initiatives that target vulnerabilities and build community capacity and resilience.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
f) Deliver the Grants and Sponsorship Program to achieve strong community investment outcomes.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
g) Deliver initiatives that aim to reduce crime and improve community safety.	Q1		25%	
	Q2		50%	





















Operational Plan 2021-2022 Activity			Progress	Commentary
	Q3		75%	
	Q4		100%	

**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%	
	Q2		50%	
	Q3		75%	
	Q4		75%	Progress was delayed due to operational pressures and resourcing challenges such as maintenance and building works, and the impact of COVID-19 on staff capacity. Council's cultural policy will be developed in 2022-2023.
b) Engage the Redlands Coast creative community to develop a one to five year culture plan.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		75%	Progress was delayed due to operational pressures and resourcing challenges such as maintenance and building works, and the impact of COVID-19 on staff capacity. Engagement on the development of Council's cultural strategies and plans will continue in 2022-2023.

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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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%
	Q2		50%
	Q3		75%
	Q4		100%
b) Advocate for education investment opportunities and initiatives from the Education and Training Network.	Q1		25%
	Q2		50%
	Q3		75%
	Q4		100%
c) Continue to explore higher education models and options.	Q1		25%
	Q2		50%
	Q3		75%
	Q4		100%
d) Continue to investigate the development of a Centre of Excellence in Education for the Ageing.	Q1		25%
	Q2		50%
	Q3		75%
	Q4		100%
e) Investigate opportunities and feasibility to develop an international education cluster and partnerships with international institutes.	Q1		25%
	Q2		50%
	Q3		75%
	Q4		100%

## **Strong Communities - Key Activities and Highlights**

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

Stage 1 Issue For Construction documentation and Stage 2 Preliminary Design is now complete. The Early Contractor Involvement process has progressed to the final stage of a restricted tender.

### **Collaborate with schools, tertiary education providers, businesses, industries and communities to advance education opportunities in Redlands Coast.**

Council engaged with tertiary institutions and facilitated site visits to explore tertiary pathways and professional development training opportunities in Redlands Coast.

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

Council adopted the draft Birkdale Community Precinct Master Plan on 27 April 2022. Following its adoption, further community consultation ran from 30 April to 6 June 2022. The extensive consultation included a breakfast launch event, online survey, virtual tours, a broad marketing campaign and various face-to-face engagement activities.

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

Council's Strategic Property Framework is in its final stages of drafting, with corresponding policies and guidelines undergoing review by internal business areas. Executive Leadership Team presentations and Councillor briefing sessions have been scheduled for August and September 2022. Investigations into potential industrial provision for Macleay Island have continued with Council's procurement process nearing completion. In this quarter Council has also been working to align its proposal with existing service demands on the site.

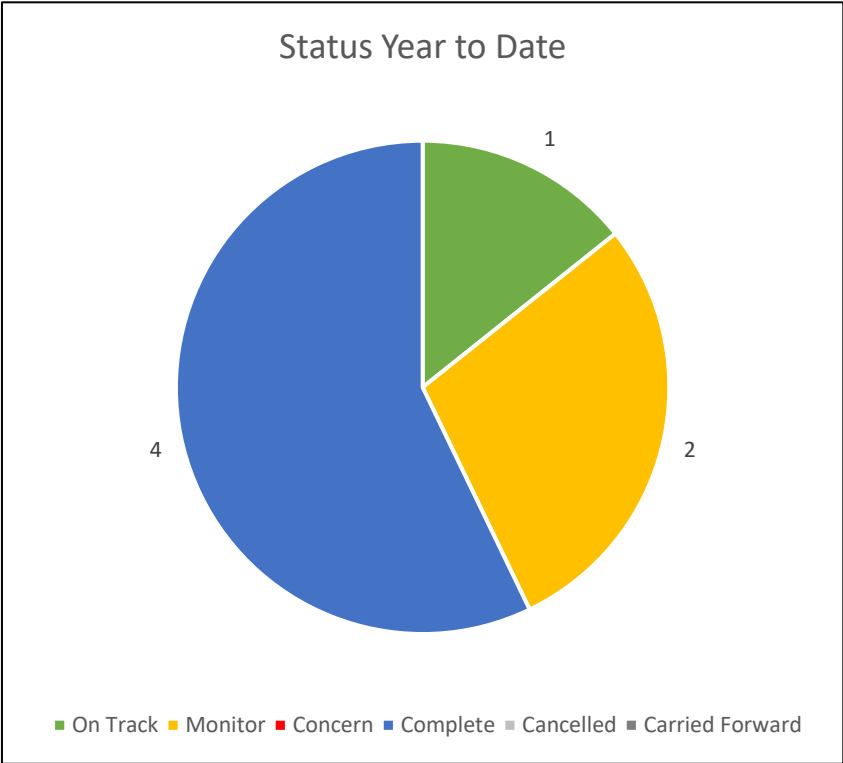
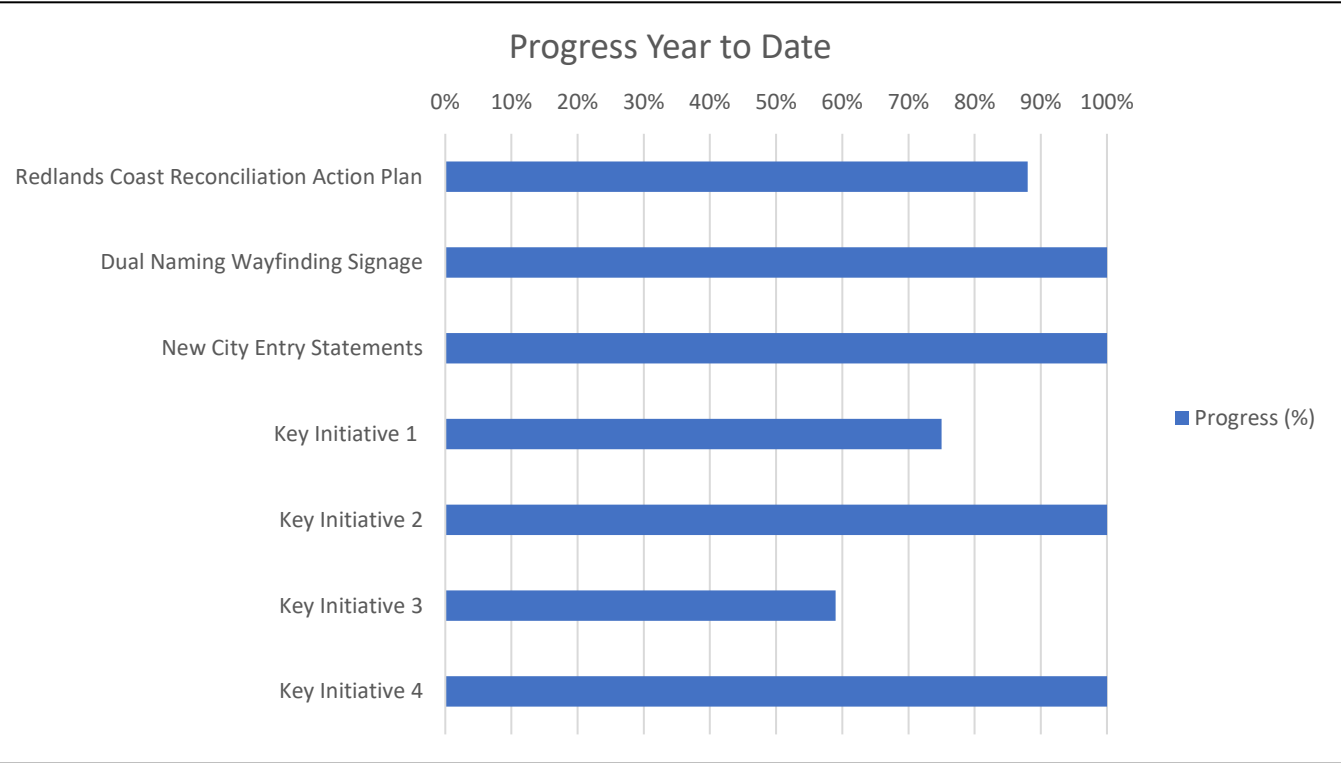
### **Undertake planning and implement initiatives that support community wellbeing and build community resilience, and investigate new and improved ways of engaging with the Redlands Coast community.**

The Aspire Careers Expo was held on 17 June 2022 and attracted nearly 30 exhibitors and 300 participants from Redlands Coast high schools. This year the Expo focused on highlighting employment and education pathways for vulnerable youth, with strong representation from trade and vocational sectors. From April to June 2022 a mobile security camera pilot was also undertaken incorporating two test sites for a total deployment of 12 weeks, a review of the outcomes from this pilot will inform potential future use of mobile security camera technology across Redlands Coast.

### **Develop and deliver initiatives to recognise and celebrate our local heritage and diverse cultures through the arts and events that promote connectivity.**

Engagement on the development of Council's cultural strategies and plans will continue in 2022-2023.









# Quandamooka Country Quarter Four Progress







For details on Quandamooka Country Key Initiatives 1-4 refer pages 24 to 27 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%	
	Q2		90%	
	Q3		90%	
	Q4		100%	
b) Develop an externally facing Redlands Coast reconciliation action plan through Reconciliation Australia.	Q1		25%	
	Q2		25%	Council has been working with stakeholders in the community. Engagement has been delayed due to COVID-19.
	Q3		40%	Council has engaged Reconciliation Australia to progress an external Innovate Reconciliation Action Plan. Council is developing a project plan and external engagement has commenced.
	Q4		75%	The draft project plan has been developed. Council will undertake a consultation process on the draft project plan in quarter two 2022-2023.













**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%	
	Q2		30%	Investigations have commenced. Further research is required on Queensland Government's legislative requirements.
	Q3		40%	Council has liaised with Melbourne City Council and Ipswich City Council to add to already undertaken research into Queensland State Government and other local government dual naming protocols and policies.
	Q4		100%	

**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%	
	Q2		100%	
	Q3		100%	
	Q4		100%	

**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%
	Q2		50%
	Q3		60%
	Q4		60%
			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.
			Committee meetings were not held this quarter. Council will continue to engage with QYAC to further progress this activity in 2022-2023.
b) Monitor progress of ILUA activities delivered by key internal stakeholders and report to Council's Executive Leadership Team quarterly.	Q1		25%
	Q2		50%
	Q3		75%
	Q4		100%
c) Continue to work collaboratively with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).	Q1		25%
	Q2		50%
	Q3		65%
	Q4		65%
			Council continues to work towards working collaboratively with QYAC.














**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	





**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%	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.

a) Work with Traditional Owners and the Queensland Government on Native Title claim requirements.	Q2		30%	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.
	Q3		30%	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 was in February 2022 to discuss a process to move forward. Further mediation is planned.
	Q4		30%	Awaiting the Quandamooka Coast Native Title Mainland Claim determination by the Federal Court of Australia.
b) Develop a mainland Indigenous Land Use Agreement for both Traditional Owner groups.	Q1		5%	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%	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.
	Q3		5%	No progress on the development of the ILUA at the time of reporting due to the extended court timetable for the two mainland Native Title Applications.
	Q4		5%	Council will develop specific ILUAs for individual land holdings. Awaiting Native Title Claim determination by the Federal Court of Australia.

<b>KI3.3.2 Promote Quandamooka culture and information to improve understanding of Native Title.</b>	<b>Communication, Engagement and Tourism</b>			
a) Provide information through Council's communication channels including Our Redlands magazine, social media and website.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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.

<b>Operational Plan 2021-2022 Activity</b>		<b>Progress</b>	<b>Commentary</b>
<b>KI3.4.1 Strengthen the local North Stradbroke Island (Minjerribah) economy.</b>		<b>Community and Economic Development</b>	
a) Engage with key stakeholders on Minjerribah to identify and deliver initiatives to strengthen the local economy.	Q1		25%
	Q2		50%
	Q3		75%
	Q4		100%

## **Quandamooka Country - Key Activities and Highlights**

### **Implement culturally appropriate protocols and promote traditional knowledge.**

Council continued to run First Nations cultural training and information sessions within the organisation to encourage the Councillors and staff to learn and gain experience.

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

The Indigenous Land Use Agreement for mainland claims is on hold due to court proceeding with land tenure discussions. The Native Title Claim is currently before the Federal Court of Australia. Council intends to progress this activity in 2022-2023.

### **Implement and establish reconciliation action plans.**

The draft project plan has been developed. Council will undertake a consultation process on the draft project plan in quarter two 2022-2023.

### **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 three ILUA Report 2021-2022 was presented to Council's Executive Leadership Team in May 2022.

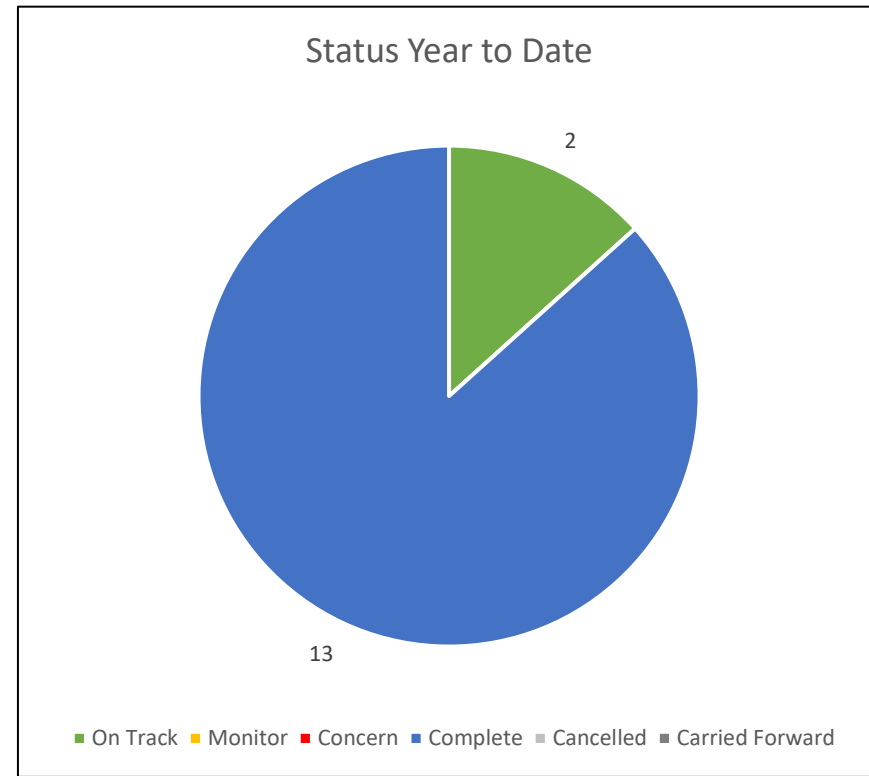
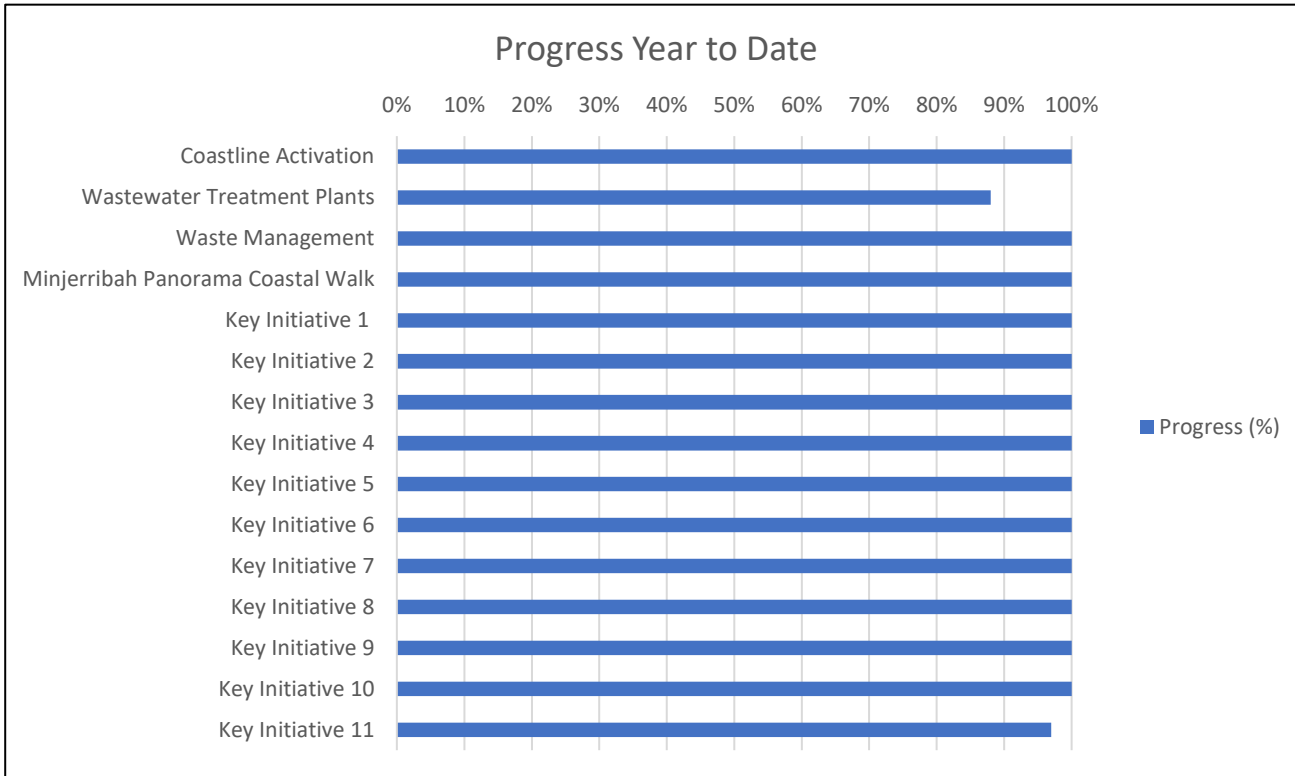
### **Develop a dual naming policy for Council.**

Research for the draft dual naming policy was finalised. The draft policy has been prepared and Council will commence an internal consultation process.

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

Council promoted through its communications channels the Host Plus Cup held on North Stradbroke Island (Minjerribah). The Indigenous recognition match, played on 5 June, was supported by long-term partners Deadly Choices and Council. Through its media channels, Council also promoted Quandamooka cultural events held during National Reconciliation Week. These included a workshop at Redland Art Gallery on how First Nations people use ochre and cotton tree to tell stories through painting and weaving, and an educational workshop at Redland Libraries for children. This included a Traditional Owner sharing Quandamooka culture through face painting, traditional dance and didgeridoo performances. Where known, Jandai language place names were used in a variety of communications; and acknowledgement of Quandamooka Traditional Owners was included in fortnightly print advertising and on Council's website and an acknowledgement of Traditional Owners was included at the start of all speeches.





## Natural Environment Quarter Four Progress











For details on Natural Environment Key Initiatives 1-11 refer pages 32 to 39 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	





**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%	
	Q2		50%	
	Q3		75%	
	Q4		90%	Monitoring and reporting on changes to release to the environment locations were delayed due to the flooding experienced in the first half of 2022.
b) Finalise the strategy based on preferred options for treatment plants.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		85%	While the adaptive pathway has been finalised, some investigations (including the release to the environment studies) that support the finalisation of the augmentation plans have carried into the second half of 2022.













**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
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%	
	Q2		50%	
	Q3		100%	
	Q4		100%	
b) Seek Council endorsement of the plan.	Q1		25%	
	Q2		50%	
	Q3		100%	
	Q4		100%	
c) Implement actions from the plan.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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%
	Q2		50%
	Q3		80%
	Q4		100%

**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%
	Q2		50%
	Q3		75%
	Q4		100%
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%
	Q2		50%
	Q3		75%
	Q4		100%
c) Reduce impacts on corridors by reviewing conservation land acquisition priorities.	Q1		25%
	Q2		50%
	Q3		75%
	Q4		100%















**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Manage the impacts of threatening processes on koala populations by undertaking on-ground works that reduce koala mortality.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) Increase understanding, connection to and participation in koala conservation actions and behaviours with the Redlands Coast community.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
e) Review the Koala Conservation Action Plan 2016.	Q1		25%	
	Q2		50%	
	Q3		100%	
	Q4		100%	













**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%	Fire risk management activities have included planned burns and vegetation management in fire access trails and community engagement sessions.
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue to deliver community education events.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	





**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue to investigate renewable energy opportunities on Council buildings.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Deliver information promoting sustainable living options including alternative energy usage to the Redlands Coast community.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Implement knowledge sharing actions recommended in the Strategy including working with community groups, providing fact sheets and collaborating with infrastructure providers.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Embed hazard modelling in asset management practices across relevant asset classes.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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%	Council collaboration with working group on procurement process.
	Q2		50%	
	Q3		75%	
	Q4		100%	

















**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%
	Q2	●	50%
	Q3	●	75%
	Q4	●	100%
b) Contribute to the development of the Water for South East Queensland: Planning for our future Annual Report 2021.	Q1	●	25%
	Q2	●	100%
	Q3	●	100%
	Q4	●	100%

























**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%
	Q2	●	50%
	Q3	●	75%
	Q4	●	100%
b) Promote awareness and education of biosecurity and pest management.	Q1	●	25%
	Q2	●	50%
	Q3	●	75%
	Q4	●	100%
c) Manage systems to provide effective pest control and enforcement activities.	Q1	●	25%
	Q2	●	50%
	Q3	●	75%
	Q4	●	100%

**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%	
	Q2	 50%	
	Q3	 75%	
	Q4	 100%	
b) Deliver the IndigiScapes workshop and event schedule to align with environmental strategies and plans, and respond to the community.	Q1	 25%	
	Q2	 50%	
	Q3	 75%	
	Q4	 100%	
c) Provide extension services with private land owners and the community in accordance with identified priority areas.	Q1	 25%	
	Q2	 50%	
	Q3	 75%	
	Q4	 100%	
d) Deliver community Bushcare programs in identified priority areas.	Q1	 25%	
	Q2	 50%	
	Q3	 75%	
	Q4	 100%	

**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%	
	Q2	 100%	
	Q3	 100%	
	Q4	 100%	
b) Contribute to the Lower Brisbane - Redlands Coastal Catchment Action Plan 2018-2021.	Q1	 25%	
	Q2	 50%	
	Q3	 75%	
	Q4	 100%	
c) Participate in relevant partnerships and networks that foster catchment management and improved water quality.	Q1	 25%	
	Q2	 50%	
	Q3	 75%	
	Q4	 100%	
d) Undertake catchment water quality monitoring.	Q1	 25%	
	Q2	 50%	
	Q3	 75%	
	Q4	 100%	
e) Monitor recreational water quality.	Q1	 25%	
	Q2	 60%	
	Q3	 75%	
	Q4	 100%	
f) Respond to and investigate customer service requests for erosion and sediment control matters.	Q1	 25%	
	Q2	 50%	
	Q3	 75%	
	Q4	 100%	

g) Monitor compliance with development approvals for sediment and erosion control matters.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

**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%
	Q2	●	50%
	Q3	●	75%
	Q4	●	100%
b) Facilitate partnerships with industry and all levels of government to externally fund green hydrogen projects.	Q1	●	25%
	Q2	●	50%
	Q3	●	75%
	Q4	●	90%
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%
	Q2	●	50%
	Q3	●	75%
	Q4	●	100%

## **Natural Environment - Key Activities and Highlights**

### **Implement Council's fire management program.**

Fire risk management activities have included proactive vegetation management, post burn weed management, whole block weed reduction and community engagement events.

### **Implement the Wildlife Connections Action Plan 2018-2023.**

Council continues to utilise the priority area maps and Wildlife Connections Plan 2018-2028 corridors for strategic planning in delivering Council's environmental operational works and extension services. It has enabled alignment of programs to manage, enhance and protect the identified priority areas, core habitat and corridors. The priority area maps and Wildlife Connections Plan 2018-2028 corridors are used regularly for assessment of land dedication.

Council delivered and attended education workshops on topics including bushfire ecology, biosecurity and flying-foxes. 4,797 native plants were planted within or adjacent to identified priority areas and/or corridors, which included management actions for weed species and erosion control across Redlands Coast. Council continues to restore habitat within and adjacent to identified priority areas and/or corridors as part of its conservation operations and partnership programs.

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

Council adopted the Waste Reduction and Recycling Plan 2021-2030 on 16 March 2022 completing this action. Since the adoption of the Plan and over the past quarter, Council has been drafting an implementation plan to guide the delivery of the Waste Reduction and Recycling Plan 2021-2030.

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

The Community and Environment Education Program focusing on the Redlands Coast draws on Council's plans, strategies and policies. This allows Council to offer a multi-channel delivery of programs focused on one key species, area or aspect of the natural environment. The IndigiScapes Centre received over 12,000 visitors in the quarter across a range of events and programs. The Community Environment Fair and EcoMarket was held on 4 June 2022, showcasing educational activities and cultural experiences across the wildlife and bushcare programs, including bush food cooking and native bee demonstrations, tribal experiences, fungi walk and composting talks. Council's June school holiday program was fully subscribed. Council supported the Redlands Coast Community Bushcare Program and Bushcare Seed Collection Group and held community planting days and seed collection days. Groups have planted 2,724 native plants at various Bushcare sites to improve habitat values. Council also continues to support services to private land owners and engaged community members through property visits, cane toad education program events, trivia nights and fire management planning events.



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

Council adopted the Koala Conservation Plan and Action Plan 2022-2027 on 15 December 2021 and is implementing these actions. Council continued to assist implementation of the South East Queensland Koala Conservation Implementation Plan with the Department of Environment and Science and in liaison with other relevant local councils, via the Queensland State-led Local Government Working Group. Promotion of the ambassador koalas in Ormiston, Birkdale, Thornlands and selected properties in Mount Cotton continued. Regular monitoring reports were provided to the Redlands Coast community via social media through the University of Sunshine Coast Koala Tracking Program. Council continued to promote collaborative opportunities with Queensland Rail and Transport Main Roads with regards to better outcomes for safer koala movement.

### **Deliver the Redlands Coast Biosecurity Plan 2018-2021.**

Council continued to manage biosecurity matter including pest animals and weeds within Council-managed land areas and private properties. Under the Biosecurity Surveillance Program, Council inspected 2,390 properties, identifying restricted and prohibited matter. Council improved skills and knowledge through attending and facilitating biosecurity working groups and workshops, including face-to-face, events and various social media posts on biosecurity matters. Council commenced a successful eradication program of restricted species 'Kudzu', a significant environmental and economic weed not yet established in southern Queensland. Council has produced a number of pieces of educational material in response to new and evolving biosecurity risks within Redlands Coast.

### **Implement waterway catchment management programs.**

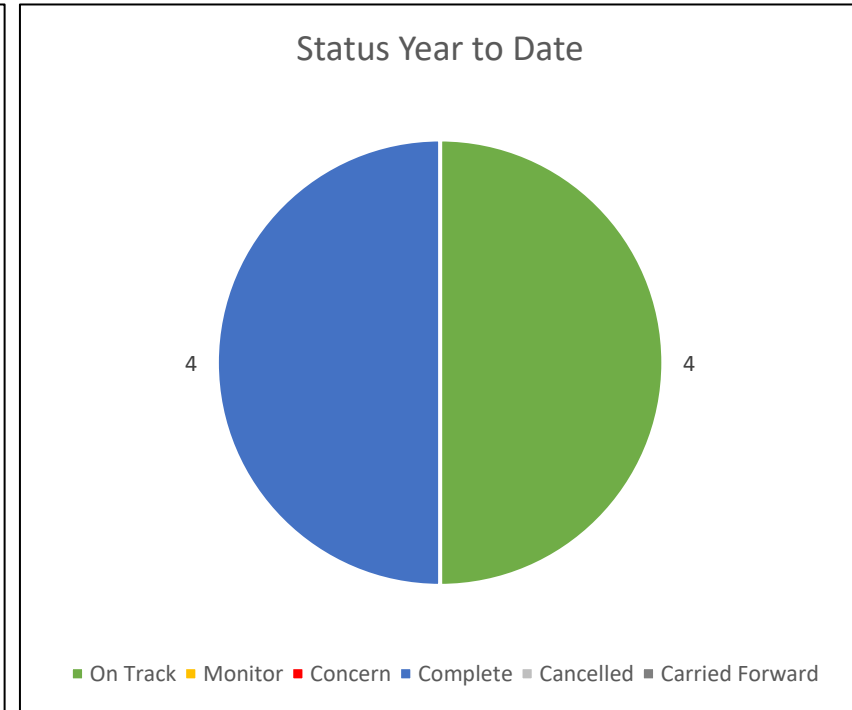
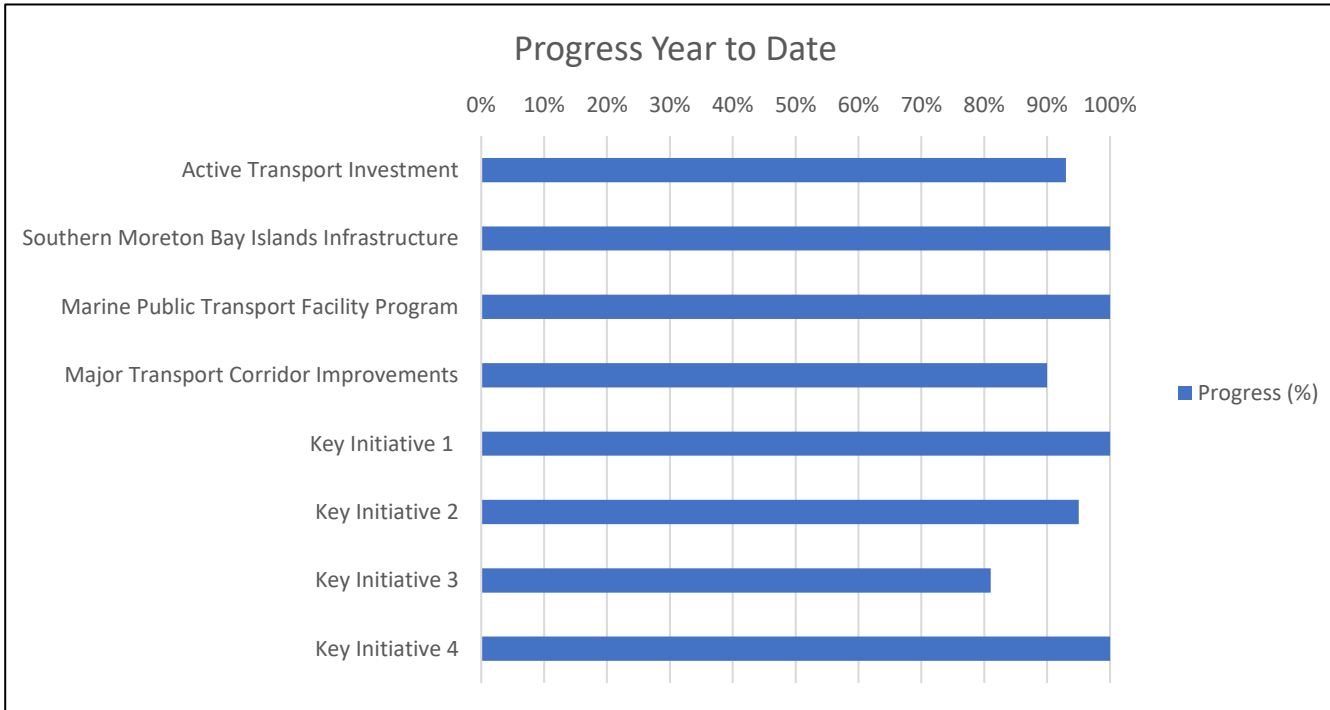
Council's recreational water quality monitoring is conducted monthly in winter between April and September on sites located across the mainland and Islands. For the last quarter 37 routine recreational water quality samples were taken, checking for elevated levels of enterococci bacteria to protect public health within the designated swimming locations. All samples had low and safe levels of enterococci bacteria. Sampling locations and more information on the program including current water quality results are located on Council's Recreational water quality webpage.

There were 22 investigations for erosion and sediment control matters received through the quarter prompted by customer requests. Of those, nine remain current for ongoing compliance monitoring. Five proactive investigations were raised by Council through the reporting period. All five remain current for routine compliance monitoring. There were 10 development sites established and monitored for compliance under development approvals through the reporting period.

### **Support initiatives that advance alternative sources of energy for Redlands Coast.**

As the sector matures, new players will enter the sector and therefore provide further opportunity for partnerships to be established.

# Liveable Neighbourhoods Quarter Four Progress







For details on Liveable Neighbourhoods Key Initiatives 1-4 refer pages 45 to 49 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%
	Q2	●	50%
	Q3	●	75%
	Q4	●	100%
b) Deliver the capital works program to construct footpaths and cycleways.	Q1	●	25%
	Q2	●	50%
	Q3	●	75%
	Q4	●	80%
c) Continue to advocate with funding partners to align existing and future projects to targeted funding opportunities.	Q1	●	25%
	Q2	●	50%
	Q3	●	75%
	Q4	●	100%





**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%
	Q2		50%
	Q3		75%
	Q4		100%









**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%
	Q2		50%
	Q3		75%
	Q4		100%
b) Monitor project progression including expenditure of the overall project.	Q1		25%
	Q2		50%
	Q3		75%
	Q4		100%

**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%	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%	
	Q3		70%	
	Q4		90%	Council has been liaising with external stakeholders to resolve works which have delayed progress. Council plans to commence civil construction works in January 2023 contingent on the appointment of a suitable contractor.













**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Coordinate local activity to improve and promote liveability of centres.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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.

<b>Operational Plan 2021-2022 Activity</b>			<b>Progress</b>	<b>Commentary</b>
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%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
b) Commence a statutory review of the Local Government Infrastructure Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
c) Continue collaboration and input into the review of planning provisions for the City's canal and lakeside estates.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
d) Finalise Major Amendment 05/19 – South West Victoria Point Local Plan.	Q1	●	50%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	75%	Awaiting State Planner (Department of State Development, Infrastructure, Local Government and Planning) approval before commencing public consultation.
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%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	













**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
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%	
	Q2		75%	
	Q3		75%	
	Q4		75%	Commencement of the Amendment was delayed pending 2022-2023 budget allocation. The Amendment will be presented to Council for adoption in September 2022 with implementation to follow. The Temporary Local Planning Instrument is to be repealed when the Amendment is adopted.
c) Finalise Major Amendment 04/20 - Medium Density Residential Zone Code Amendment.	Q1		50%	
	Q2		50%	
	Q3		75%	
	Q4		75%	The Queensland State Government has requested further information on Major Amendment 04/20 – Medium Density Residential Zone Code Amendment. Property economic consultants have been engaged to address the requested further information for new development scenario and feasibility testing of the amendment. Once completed, the results of the testing will be provided to the State Government.

Operational Plan 2021-2022 Activity			Progress	Commentary
d) Finalise Major Amendment 01/21 Environmental.	Q1		25%	
	Q2		50%	
	Q3		50%	There have been delays in receiving approval from the Queensland State Government to proceed to statutory public consultation on the proposed amendment.
	Q4		75%	The Queensland State Government request for further information was addressed in a report to Council in July 2022. This resulted in Council resolving to amend the Major Amendment to address the State Government request for further information and submit it to the Department of State Development, Infrastructure, Local Government and Planning seeking Ministerial approval to commence public consultation.



**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Implement the Weinam Creek car share initiative.	Q1		100%	
	Q2		100%	
	Q3		100%	
	Q4		100%	
c) Commence an options analysis for the Northern Greenway Transport Corridor.	Q1		40%	
	Q2		65%	
	Q3		80%	
	Q4		100%	

## **Liveable Neighbourhoods - Key Activities and Highlights**

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

Council connected prospective investment opportunities with property owners, supported development enquiries and built connections between respective stakeholders, including accommodation, education and commercial uses.

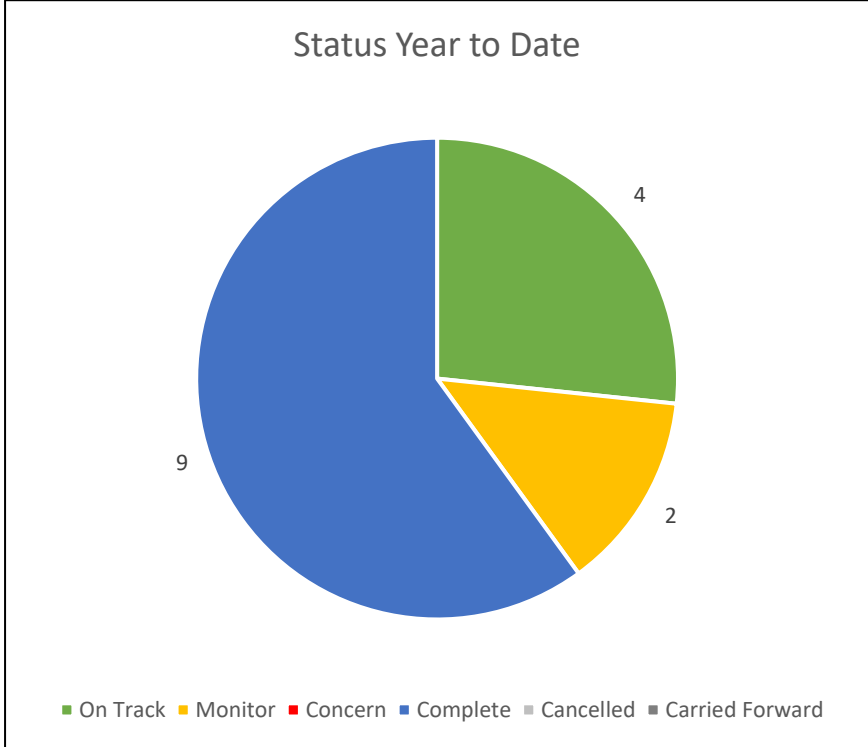
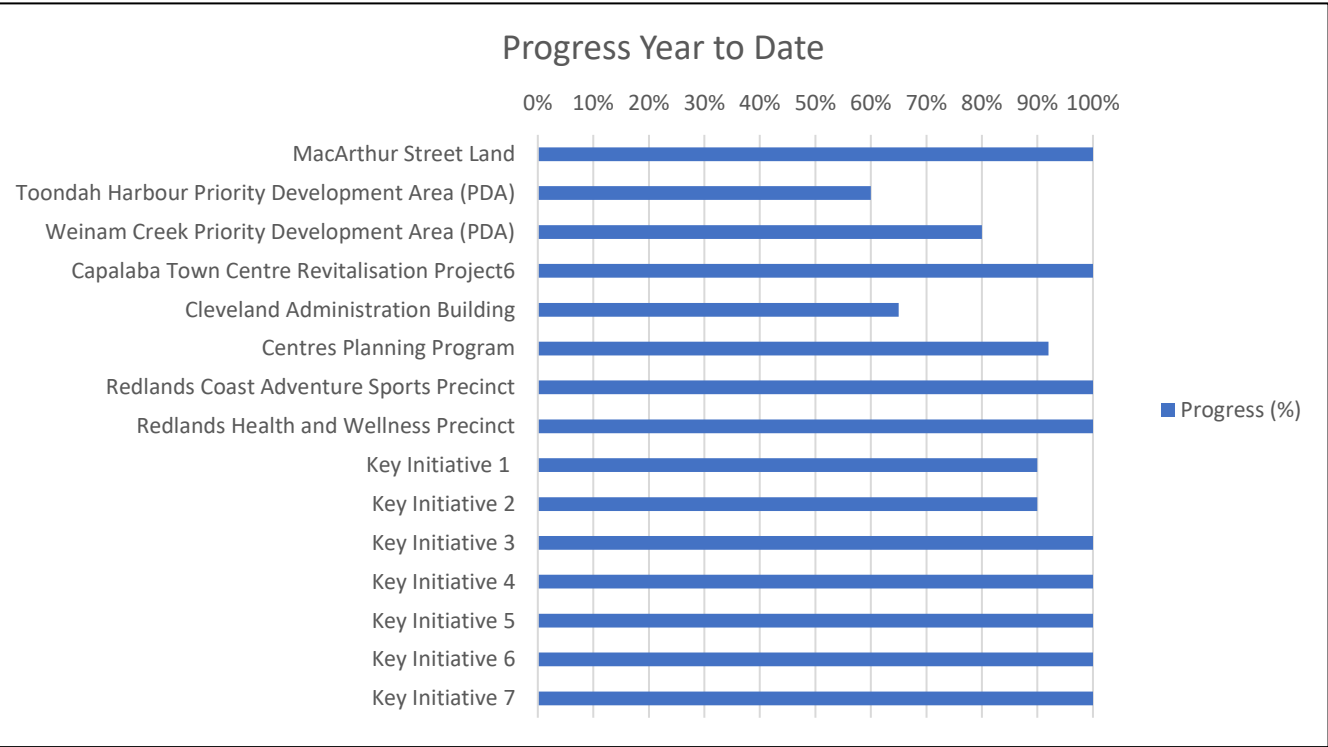
### **Develop a framework for an ongoing local area planning program.**

Council has developed a framework and is awaiting the State Planner (Department of State Development, Infrastructure, Local Government and Planning) approval to commence public consultation on Major Amendment 05/19 – South West Victoria Point Local Plan.

### **Engage the Redlands Coast community to co-design the liveability of their neighbourhoods through planning, placemaking, and the management of community assets.**

Council allocated budget for a support package to assist in implementation of the 03/19 – Major Amendment – Heritage. Council continues to work with the Queensland State Government to progress 04/20 – Major Amendment – Medium Density Zone Code Review.





# Thriving Economy Quarter Four Progress





For details on Thriving Economy Key Initiatives 1-7 refer pages 59 to 63 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%	A review of constraints and opportunities was completed and strategies developed for short and medium/long term options. A Council report is being prepared for quarter four.
	Q2		50%	
	Q3		50%	
	Q4		100%	

**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%	The draft EIS has been submitted to the Department of Agriculture, Water and Environment and is in the adequacy review stage.
	Q2		30%	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.

Operational Plan 2021-2022 Activity		Progress	Commentary
	Q3		80%
	Q4		90%
b) Report on the implementation of a public consultation process on the final EIS.	Q1		15%
	Q2		30%
	Q3		30%
	Q4		30%
			The EIS for the Toondah Harbour PDA project has been completed is expected to be submitted to the Federal Government in the coming weeks.
			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.
			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.
			This process has not yet commenced as the EIS is in the adequacy review stage and the final EIS has not been submitted to the Department of Agriculture, Water and the Environment. The public consultation process on the final EIS will be carried out by the Australian Federal Government, once the adequacy review stage of the draft EIS has been completed.
			Now that EIS is complete and expected to be submitted in the coming weeks, the next stage for the EIS is the public consultation, planned for next quarter.





**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%	
	Q2		50%	
	Q3		100%	
	Q4		100%	
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%	The master-plan for the Weinam Creek Priority Development area has been submitted to Economic Development Queensland for assessment. The draft 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%	
	Q3		50%	The detailed design is 100% complete. Redland Investment Corporation are currently in the tendering process for construction.
	Q4		60%	Stage 3 civil works on the northern side of Weinam Creek, including the Hamilton Street extension and planning for the boat ramp have progressed this quarter. The Hamilton Street extension detail design is complete and the delivery of the construction has progressed to tender. The balance of Stage 3 is currently in the detail design phase.




**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.

<b>Operational Plan 2021-2022 Activity</b>		<b>Progress</b>	<b>Commentary</b>
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%
	Q2	●	50%
	Q3	●	75%
	Q4	●	100%
b) Leverage wider investment opportunities for the Capalaba Town Centre.	Q1	●	25%
	Q2	●	50%
	Q3	●	75%
	Q4	●	100%










**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%
	Q2		30%
	Q3		50%
	Q4		65%
			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.
			External consultants are developing a business case for a new accommodation building. The first draft of the business case is anticipated to be reviewed by Council before the end of this financial year.
			External consultants presented the draft business case to the Executive Leadership Team (ELT). ELT requested further investigation into other options. Current market conditions in regards to high construction costs has led to a higher than expected total cost of building.













**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%
	Q2		35%
	Q3		65%
			Governance and delivery model options are being refined, following recruitment of a permanent Place Manager, for rollout in quarter three.











Operational Plan 2021-2022 Activity			Progress	Commentary
	Q4		75%	This task was delayed as resources were focused on other priority projects. The governance and delivery model will be finalised by end of Q1 2022-2023.
b) Deliver priority projects focused on economic impact, activations and placemaking.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Review progress in Cleveland and apply learnings to the implementation of other centres.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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%	
	Q2		50%	
	Q3		90%	
	Q4		100%	
b) Continue planning and advocacy for the 2032 Olympic and Paralympic Games.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Leverage opportunities connected to the broader Birkdale Community Precinct.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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.

<b>Operational Plan 2021-2022 Activity</b>			<b>Progress</b>	<b>Commentary</b>
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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Contribute to activating a legislative pathway for delivering the Redlands Health and Wellness Precinct Master Plan.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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%
	Q2	●	50%
	Q3	●	75%
	Q4	●	80%
b) Contribute to implementation of the Redlands Coast Destination Management Plan 2021-2026.	Q1	●	25%
	Q2	●	50%
	Q3	●	75%
	Q4	●	90%
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%
	Q2	●	50%
	Q3	●	75%
	Q4	●	100%





**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.**

<b>Operational Plan 2021-2022 Activity</b>		<b>Progress</b>	<b>Commentary</b>
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%
	Q2	●	85%
	Q3	●	75%
	Q4	●	90%
b) Implement actions of the Redlands Coast Destination Management Plan 2021-2026.	Q1	●	25%
	Q2	●	50%
	Q3	●	75%
	Q4	●	90%













**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Support identification of funding opportunities for expansion of Council's dark fibre project and opportunities for businesses to connect.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	





**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Produce an investment prospectus that captures the current pipeline of investment, local success stories, specific opportunities and identifies new incentives.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Develop a marketing plan that drives implementation and supports a seamless customer experience.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

## **Thriving Economy - Key Activities and Highlights**

### **Collaborate with industry and government to advance the Redlands Health and Wellness Precinct.**

Further planning progressed with principal stakeholder Metro South Health and Mater to prepare for a workshop that will work towards a new Memorandum of Understanding.

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

The draft Birkdale Community Precinct Master Plan with integrated whitewater facility was adopted by Council in May 2022 and has been out to community consultation in June 2022. The final adopted Birkdale Community Precinct Master Plan is expected to be adopted by Council by the end of the 2022 calendar year. Council also continued advocacy work with the Queensland State Government regarding whitewater venue planning and hosted further discussions with Paddle Australia, International Canoe Federation and other Birkdale Community Precinct key stakeholders. A detailed financial model was developed, which demonstrates the inter-connectedness of activities across the Birkdale Community Precinct.

### **Progress the delivery of the Toondah Harbour PDA.**

With the Environmental Impact Statement now complete, submission to the Federal Government is expected in the coming weeks. The release of the Environmental Impact Statement for public comment will follow the submission and is expected in the coming months.

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

Council launched the Invest Redlands microsite in April 2022 at a Redlands Coast Chamber of Commerce event. This site showcases the Redlands investment proposition and acts as 'front door' to for prospective investors. Council facilitated visits from international delegations to explore opportunities for major inward investment, and supported prospective investors with site selection, local economic intelligence and navigating through Council services. Council also continued to build networks and partnerships to enhance referral opportunities and held an inaugural Redlands Coast AgTech event in June 2022 at Redlands Research Facility, attracting significant interest and attendance from industry, investors and government agencies.

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

An internal review of the updated draft Manufacturing Industry Sector Plan continued in consideration of the availability of new economic and Census data as well as emerging trends. Council continued to progress and review the draft Destination Management Plan including seeking industry feedback from key stakeholders including the Redlands Coast Tourism Subcommittee.

Council also participated in activities and meetings with industry stakeholders and peak bodies to explore education and employment opportunities such as Local Jobs and Skills Task Force and Redlands Coast Regional Jobs Committee. A city wide ASPIRE careers expo was delivered that provided access to various education and employment pathways and options for young people in Redlands Coast. The event was well attended with about 300 young people and 28 exhibitors participating. Continued engagement with health stakeholders took place to explore service improvements and opportunities across Redlands Coast.



**Commence a review of Council's Cleveland accommodation.**

The first draft of the business case was reviewed by Council. A Project Manager will be appointed to redefine project objectives along with a project timeline.

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

Support was provided to the Redland Growth Centre project proponent to forge delivery partnerships and explore pilot project venue opportunities. Council continued to build a community of interest by holding a Strategic Property Owners roundtable session for Cleveland CBD. The Village Events and Activation Grant was launched and the funding round implemented for successful applicants.

**Progress the delivery of the Weinam Creek PDA.**

Public consultation with residents on Banana Street and Hamilton Street commenced this quarter.

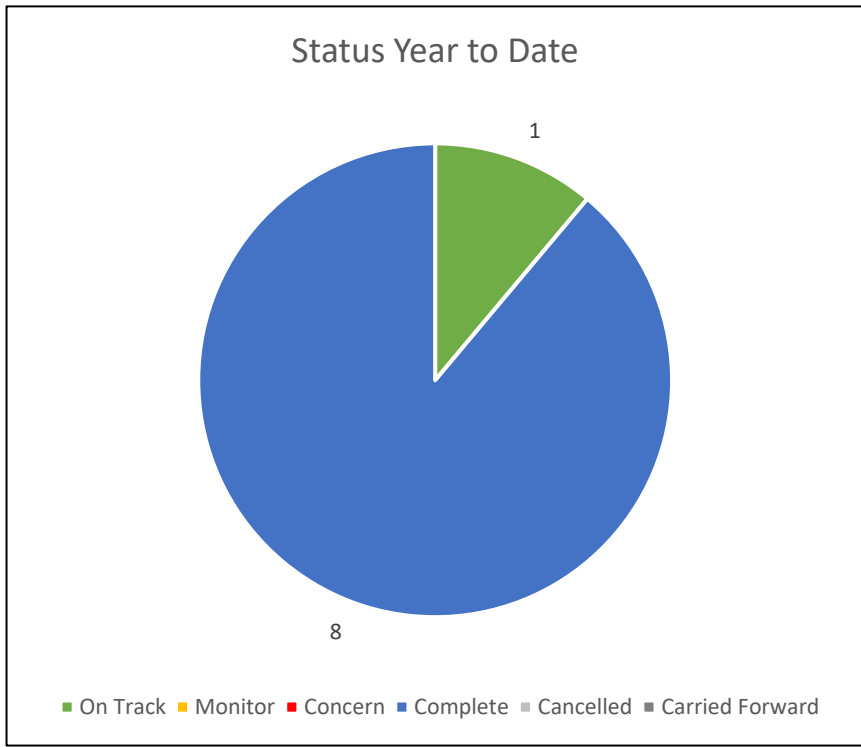
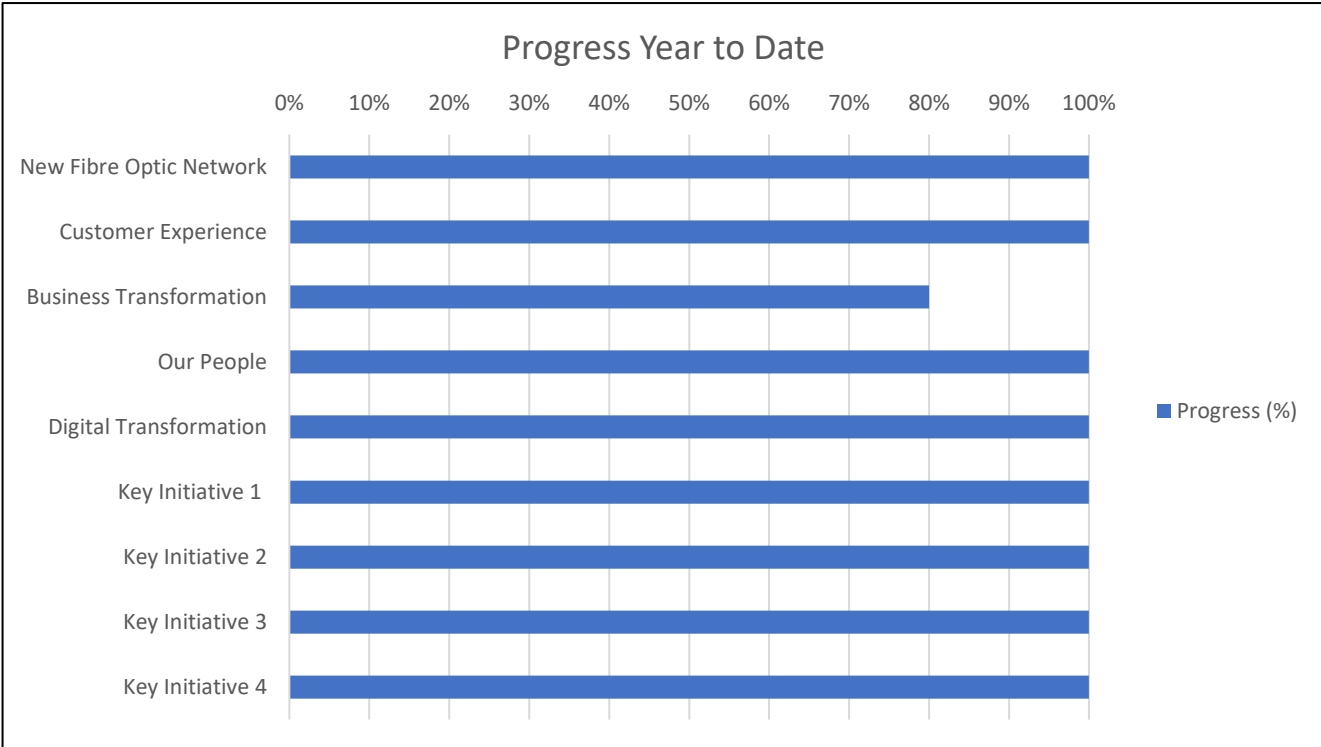
**Progress the Capalaba Town Centre Revitalisation Project.**

Council progressed negotiation of a development agreement with Shayher for the delivery of Council objectives, and preparation towards the General Meeting to seek Council approval.

**Deliver the Redlands Coast Destination Management Plan 2021-2026.**

Council continued to progress and review the draft Destination Management Plan including the development and implementation of proposed key actions identified in the draft Plan. Council received industry feedback from key stakeholders including the Redlands Coast Tourism Subcommittee. The draft Plan was delayed slightly due to COVID-19 impacts on the tourism industry and has been updated to include opportunities that will arise from the Brisbane Olympic and Paralympic Games in 2032 and First Nations tourism.









# Efficient and Effective Organisation Quarter Four Progress











For details on Efficient and Effective Organisation Key Initiatives 1-4 refer pages 70 to 72 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Investigate opportunities to optimise the fibre optic network for community benefit.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	



**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Identify and review options to implement customer experience measures.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	













Operational Plan 2021-2022 Activity			Progress	Commentary
c) Identify customer experience training needs for employees and review training implementation options.	Q1		20%	
	Q2		50%	
	Q3		75%	
	Q4		100%	





**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%	Pre-engagement with key stakeholders across Council was undertaken to discuss the facilitation of Business Transformation Strategy development workshops.
	Q2		50%	
	Q3		75%	
	Q4		90%	Delays in planned engagement resulted in finalisation of the Strategy not meeting expected timeframes. It is anticipated that the draft will be finalised early in 2022-2023.
b) Implement the Strategy including engagement with key stakeholders and benchmarking with other organisations.	Q1		13%	Pre-engagement with key stakeholders across Council was undertaken to discuss the facilitation of Business Transformation Strategy development workshops.
	Q2		30%	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.









Operational Plan 2021-2022 Activity			Progress	Commentary
	Q3		50%	Engagement with key stakeholders and benchmarking with other local governments has commenced, with these activities informing changes to the draft Strategy.
	Q4		70%	Engagement has continued to inform changes to the implementation plan for the Business Transformation strategy. Delivery partners have reviewed content and continue to analyse deliverability and timeframes of the proposed activities. Implementation will occur following the approval of the draft Strategy in early 2022-2023.

**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Deliver targeted and ad-hoc communications both internally and externally.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
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%	
	Q2		100%	
	Q3		100%	
	Q4		100%	

b) Promote and celebrate outcomes of 'our team, our values' and continue the conversation.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	













**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%
	Q2		50%
	Q3		75%
	Q4		100%
b) Identify ways to modernise Council's systems and implement digital processes.	Q1		25%
	Q2		50%
	Q3		75%
	Q4		100%









**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%
	Q2		50%
	Q3		75%
	Q4		100%





















**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%	
	Q2		40%	
	Q3		75%	
	Q4		100%	
b) Strengthen the culture, increase the skills and knowledge of key stakeholders.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Develop a maintenance management strategy.	Q1		20%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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%	
	Q2		85%	
	Q3		85%	
	Q4		100%	
b) Optimise Council's financial business processes to enhance efficiency.	Q1		60%	
	Q2		85%	
	Q3		85%	
	Q4		100%	

**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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue to develop ArcBlue dashboards to align with categories.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Continue to scope out and implement the contract management system.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) Deliver category management training.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
e) Increase local benefit and maintain a positive trend.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	



## **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.**

At the completion of quarter four all activities and tasks associated with Key Initiative 4 have been completed. Quarter four continued to see a solid spend with local suppliers in the Redland City local government area (LGA).

The local community continued to receive broader advantages to the local economy with the engagement of contractors who employ people from the Redland City LGA and work directly with sub-contractors that are based in the Redlands Coast area for goods and services.

Council has delivered on the My-Buy portal, implementation of the contract management system and contract management training. During the quarter Council also delivered a supplier/industry briefing which was last delivered prior to COVID-19.

### **Deliver the Business Transformation Strategy.**

The draft Business Transformation Strategy has been socialised with key internal stakeholders to ensure strategic alignment and identify significant insights about our organisation needs and priorities for transformation. The implementation plan has continued to evolve to support the strategic goals set in the Strategy with our engagement informing our roadmap for delivering the Strategy.

### **Embed Council's organisational values.**

Council's employee values and brand have been embedded in all touch points of the employee life cycle. As a response to current labour market conditions and Australia wide attraction and retention challenges, Council has developed strategies to continue to promote our employer brand moving forward.

### **Progress the Redlands Coast Fibre Optic Network.**

Stage 2A connecting the Capalaba Central Business District, the Capalaba Library and Capalaba Wastewater Treatment plant was completed successfully.

## Website links - for more information about Council's Operational Plan activities and regular updates

### **City Leadership**

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

[Your Say Redlands](#)

### **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 Project](#)

[Redland City Plan](#)

[Redland City Plan amendments](#)

[Redlands Coast Transport Strategy](#)

### **Thriving Economy**

[Weinam Creek Priority Development Area](#)

[Capalaba Town Centre Revitalisation Project](#)

[Cleveland Centre Master-Plan](#)

[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](#)

[Wildlife Connections Plan](#)

[Koala Conservation Program](#)

[Fire Risk Management Program](#)

[Coastal Hazard Adaptation Strategy](#)

[Seqwater](#)

[About City Water](#)

[Redlands Coast Biosecurity Plan](#)

[Indigiscapes](#)

[Waterway management programs](#)

[Recreational Water Quality](#)

### **Efficient and Effective Organisation**

[Working for Redland City Council](#)

[Tenders and Contracting](#)