

Operational Plan 2022-2023

Performance Report

Q3 FY 2022-2023



Operational Plan Performance Reporting

The *Local Government Act 2009* requires Council to adopt an operational plan each year. The Operational Plan 2022-2023 (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 2022-2023 financial year.

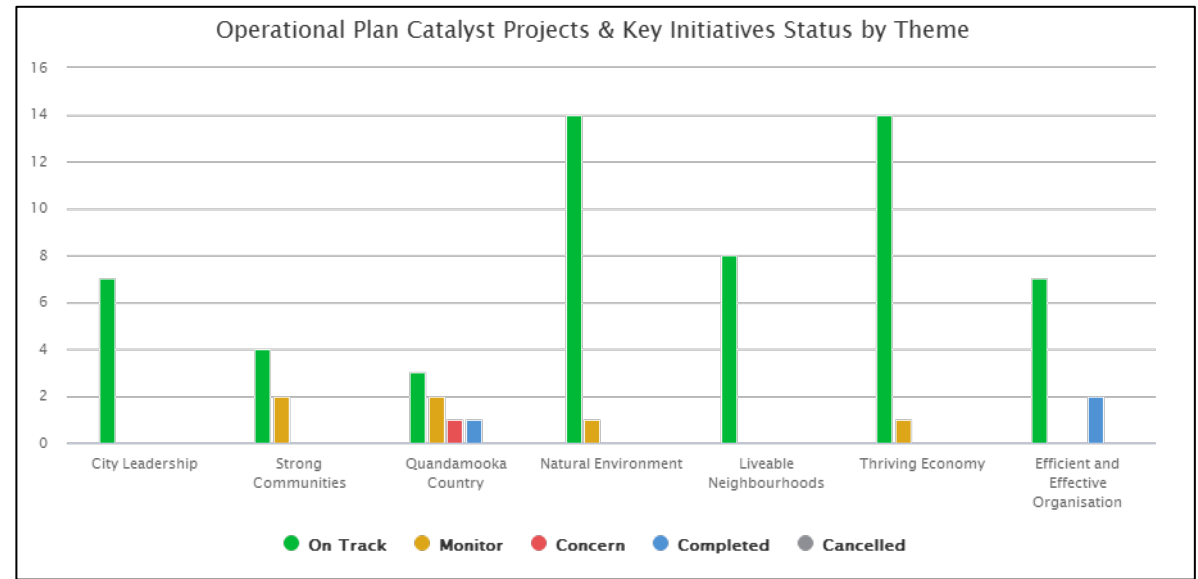
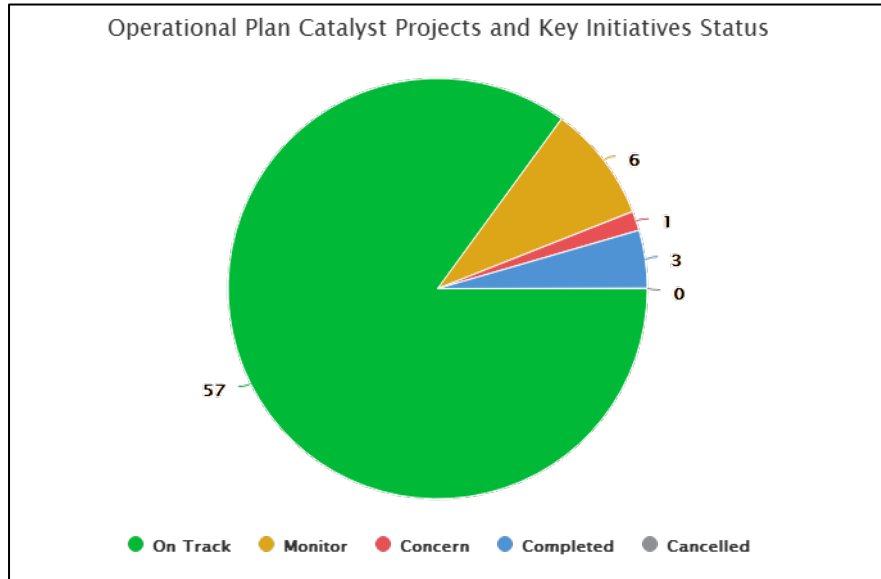
The *Local Government Regulation 2012* requires the Chief Executive Officer to present a written assessment of Council’s progress towards implementing the annual operational plan at meetings of Council, at least quarterly.

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.

What’s in the Operational Plan 2022-2023?

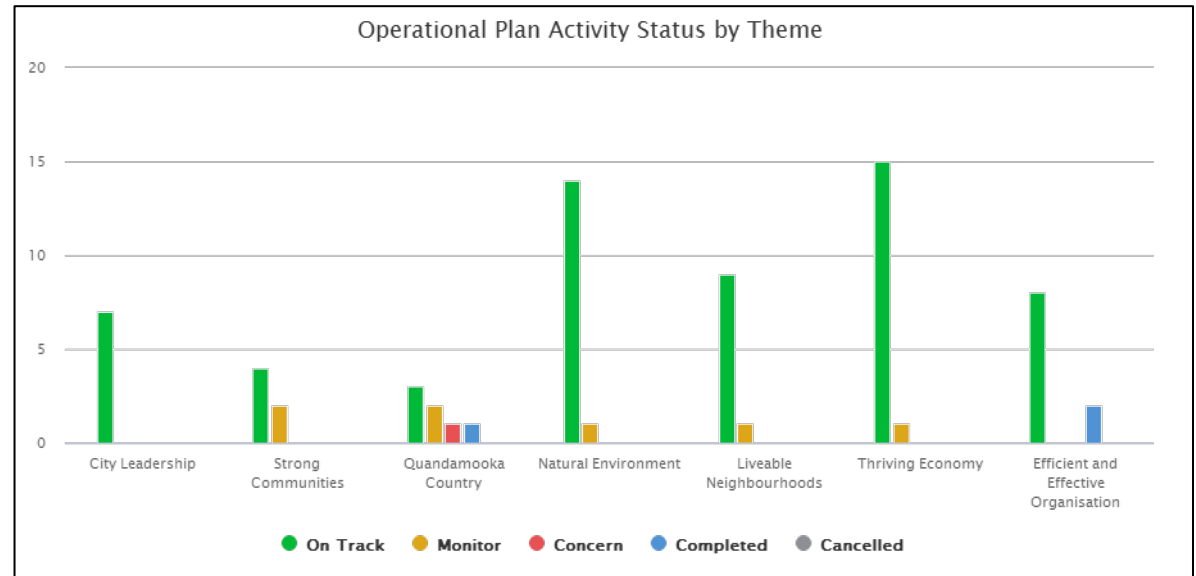
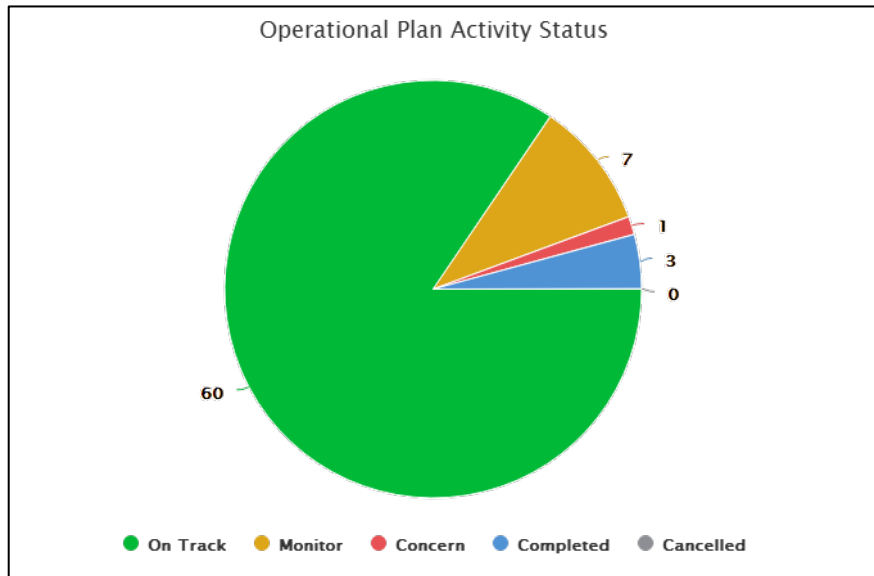
	Goals (Themes)	Catalyst Project Activities	2021-2026 Key Initiative Activities	Status Year to Date
	CITY LEADERSHIP	3	4	
	STRONG COMMUNITIES	3	3	
	QUANDAMOOKA COUNTRY	3	4	
	NATURAL ENVIRONMENT	4	11	
	LIVEABLE NEIGHBOURHOODS	6	4	
	THRIVING ECONOMY	9	7	
	EFFICIENT AND EFFECTIVE ORGANISATION	6	4	

Operational Plan 2022-2023 Catalyst Projects and Key Initiatives Progress



	On Track	Monitor	Concern	Completed	Cancelled
City Leadership	7	0	0	0	0
Strong Communities	4	2	0	0	0
Quandamooka Country	3	2	1	1	0
Natural Environment	14	1	0	0	0
Liveable Neighbourhoods	8	0	0	0	0
Thriving Economy	14	1	0	0	0
Efficient and Effective Organisation	7	0	0	2	0

Operational Plan 2022-2023 Activity Progress



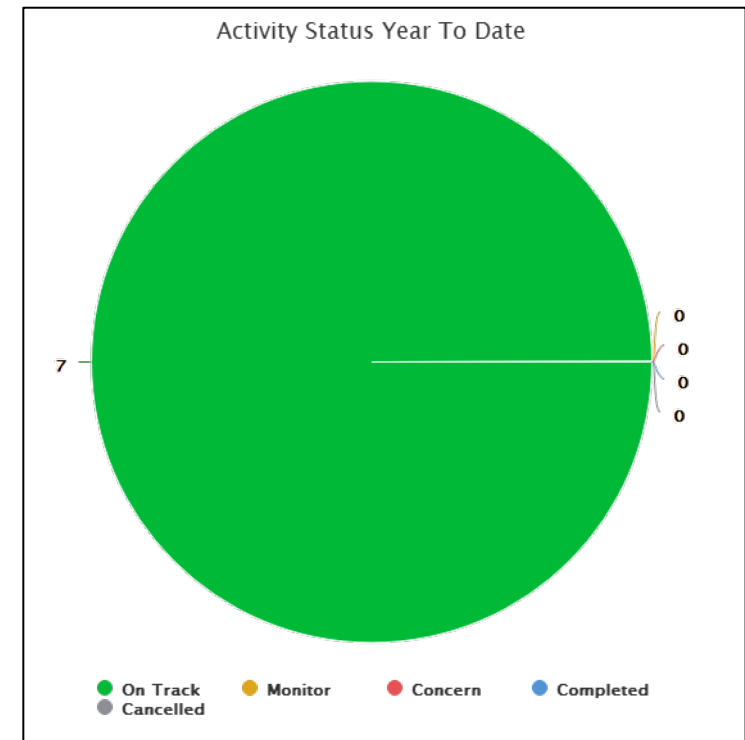
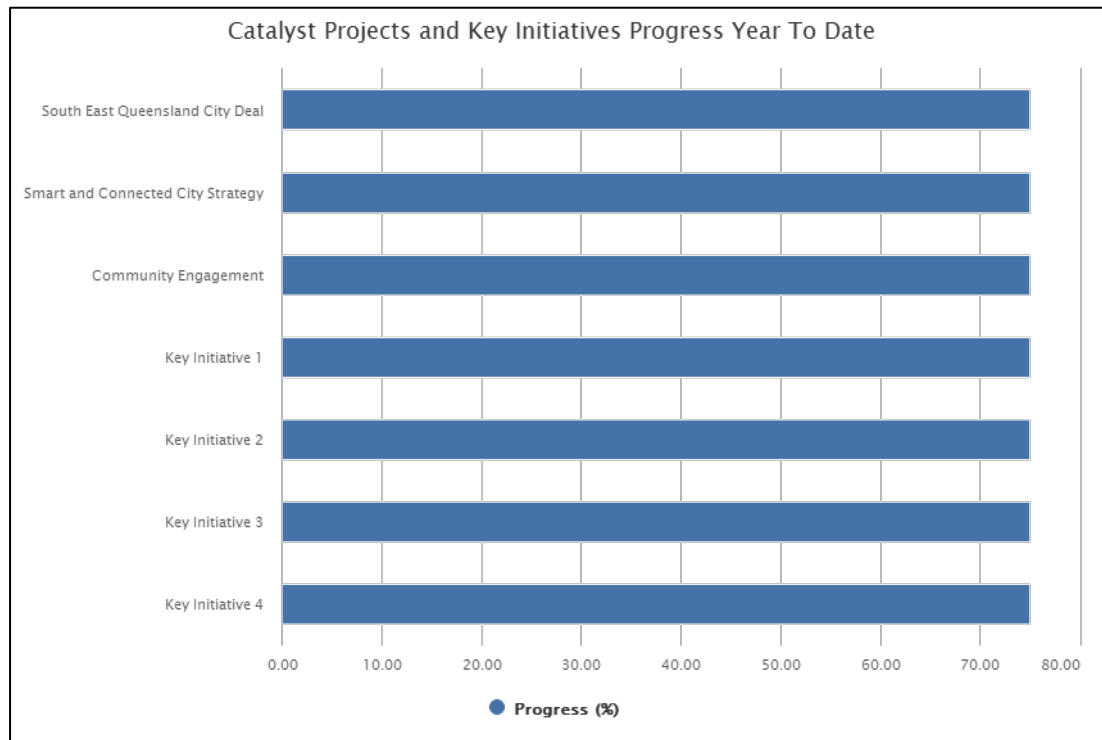
	On Track	Monitor	Concern	Completed	Cancelled
City Leadership	7	0	0	0	0
Strong Communities	4	2	0	0	0
Quandamooka Country	3	2	1	1	0
Natural Environment	14	1	0	0	0
Liveable Neighbourhoods	9	1	0	0	0
Thriving Economy	15	1	0	0	0
Efficient and Effective Organisation	8	0	0	2	0

Operational Plan 2022-2023 Activity Progress - Organisational Performance

Name	On Track	Monitor	Concern	Complete	Cancelled	Total Number of Activities
Advocacy, Major Projects and Economic Development	22	1	0	0	0	23
People, Culture and Organisational Performance	4	0	0	0	0	4
Community and Customer Services	14	3	0	0	0	17
Infrastructure and Operations	10	1	0	0	0	11
Organisational Services	10	2	1	3	0	16
Total	60	7	1	3	0	71

Name	On Track	Monitor	Concern	Complete	Cancelled	Total Number of Activities
Economic Development and Investment	12	0	0	0	0	12
Advocacy, Major Projects and Economic Development	10	1	0	0	0	11
Communities	1	0	0	0	0	1
People, Culture and Organisational Performance	4	0	0	0	0	4
City Planning and Assessment	3	1	0	0	0	4
Customer and Cultural Services	2	0	0	0	0	2
Environment and Regulation	8	2	0	0	0	10
City Assets	10	1	0	0	0	11
Communication, Engagement and Tourism	6	0	0	1	0	7
Corporate Governance	2	2	1	0	0	5
Corporate Services	1	0	0	2	0	3
General Counsel	1	0	0	0	0	1
Total	60	7	1	3	0	71

City Leadership - Catalyst Projects and Key Initiatives – Progress Year to Date



For details on City Leadership Key Initiatives 1-4 refer pages 8 to 11 of this attachment.

City Leadership – Activities and Tasks – Progress Year to Date

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 2022-2023 Activity			Progress	Commentary
CP1.1.1 Represent Council's interests on the South East Queensland City Deal and advocate for long term infrastructure investment to realise social and economic benefits for Redlands Coast.			Economic Development and Investment	
a) Contribute through regional collaboration initiatives and targeted advocacy, including participation in the Council of Mayors (SEQ) 2032 Regional Legacy Working Group.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Promote collaborative economic outcomes through participation in local government working groups.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
CP1.2.1 Improve Redlands Coast's resilience through the delivery of smart initiatives that enhance the city's social, environmental and economic sustainability.			Economic Development and Investment	
a) Finalise and commence implementation of the Redlands Coast Smart and Connected City Strategy to articulate and promote a clear vision for the city's smart future.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Develop strategic partnerships with industry, government, academia and businesses to explore opportunities for innovation that deliver social and economic benefits.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
CP1.3.1 Build on Council's capacity to deliver meaningful engagement.			Communication, Engagement and Tourism	
a) Develop community engagement resources including the delivery of internal digital resource toolkits, templates and training programs to build internal capacity and strengthen industry best practice engagement methods.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI1.1.1 Deliver improved ways of engaging with the Redlands Coast community.			Communication, Engagement and Tourism	
a) Improve the Your Say community engagement platform to deliver enhanced user experience and increase participation.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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






Operational Plan 2022-2023 Activity			Progress	Commentary
KI1.2.1 Deliver improved ways of communicating with the Redlands Coast community.			Communication, Engagement and Tourism	
a) Increase the use of digital media and video in Council communications.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI1.3.1 Develop a strategic framework to guide Council's advocacy efforts with the Queensland State and Australian Federal Governments.			Advocacy, Major Projects and Economic Development	
a) Develop an advocacy process with key internal stakeholders to help identify priority advocacy requests.	Q1	●	25%	
	Q2	●	60%	
	Q3	●	75%	
b) Identify key projects and initiatives to include in Council's advocacy plan using the prepared process and criteria.	Q1	●	25%	
	Q2	●	40%	Priority advocacy themes and projects have been identified following engagement with Redland City Council officers and Council's elected members. These will be run through the advocacy process, policy and guideline once finalised.
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI1.4.1 Undertake research to support advocacy efforts for all islands to be recognised as a regional status.			Advocacy, Major Projects and Economic Development	
a) Engage key internal stakeholders to define the advocacy approach.	Q1	●	20%	Work has commenced on drafting an engagement strategy and project prospectus to engage with external stakeholders. Discussions with the Federal Government have indicated a potential change to Commonwealth regional funding eligibility in the near future, which would change the scope of this advocacy project. Correspondence has been sent to the Federal Government to clarify this change so the project can then recommence.
	Q2	●	40%	The scope of works has been developed and

Operational Plan 2022-2023 Activity			Progress	Commentary
b) Engage with potential advocacy partners to establish an island-specific advocacy group.				the internal advocacy group has been established. Internal engagement was on hold awaiting Federal Government feedback regarding regional funding but has now been re-established.
	Q3		75%	
	Q1		5%	Work has commenced on drafting an engagement strategy and project prospectus to engage with external stakeholders. Discussions with the Federal Government have indicated a potential change to Commonwealth regional funding eligibility in the near future, which would change the scope of this advocacy project. Correspondence has been sent to the Federal Government to clarify this change so the project can then recommence.
	Q2		30%	The draft engagement strategy and prospectus has been developed. The Federal Government has amended its criteria for regional funding. Correspondence has been sent to the Federal Government seeking clarity on these changes, Council is awaiting a reply. Council has also had ongoing engagement with the Local Government Association of Queensland (LGAQ) to seek clarity so that the project can recommence.
c) Undertake further needs assessment for our island communities including grant funding criteria and outcomes of infrastructure planning being undertaken by Council and the Queensland Government.	Q3		75%	
	Q1		20%	Work has commenced on drafting an engagement strategy and project prospectus to engage with external stakeholders. Discussions with the Federal Government have indicated a potential change to Commonwealth regional funding eligibility in the near future, which would change the scope

Operational Plan 2022-2023 Activity			Progress	Commentary
				of this advocacy project. Correspondence has been sent to the Federal Government to clarify this change so the project can then recommence.
	Q2	●	30%	An initial needs assessment has been undertaken. The Federal Government has amended its criteria for regional funding. Correspondence has been sent to the Federal Government seeking clarity on these changes, Council is awaiting a reply. Council has also had ongoing engagement with the Local Government Association of Queensland (LGAQ) to seek clarity so that the project can recommence.
	Q3	●	75%	

City Leadership - Key Activities and Highlights

Improve Redlands Coast's resilience through the delivery of smart initiatives that enhance the city's social, environmental and economic sustainability.

Approaches are being considered to guide the implementation of Smart City initiatives.

Build on Council's capacity to deliver meaningful engagement.

A new community engagement process has been developed to continue to build Council's capacity to deliver meaningful engagement. Council met with Logan City Council, Gold Coast City Council, Sunshine Coast Regional Council and Brisbane City Council to benchmark community engagement practices, processes, resources, initiatives and programs to support Council's community engagement approach. A review of the community engagement policy and guideline has also commenced. Information sessions are being rolled out across the organisation to build internal capacity to develop, plan and deliver best-practice, meaningful engagement.

Deliver improved ways of communicating with the Redlands Coast community.

Council's social media channels have grown by 865 followers this quarter, bringing our total audience to 54,129. LinkedIn has seen the most significant growth, with 522 new followers, up by 26.4%. Council's optimised media release strategy has resulted in more than 100 posts, 220,415 impressions, 15,507 engagements, 2,084 post link clicks and a 93% increase in traffic to the news site via social media. The Redlands Coast newsletter database has grown by 50 subscribers, with an average open rate of 55%, up 5% from the previous quarter.

Deliver improved ways of engaging with the Redlands Coast community.

A new community engagement process has been developed to continue to build Council's capacity to deliver meaningful engagement. Council progressed work on the community engagement framework to support project teams to undertake the appropriate levels of engagement, utilising a range of additional tools, methods and innovative techniques. Council continued to provide International Association for Public Participation (IAP2) Australasia training for Council employees who undertake engagement activities.

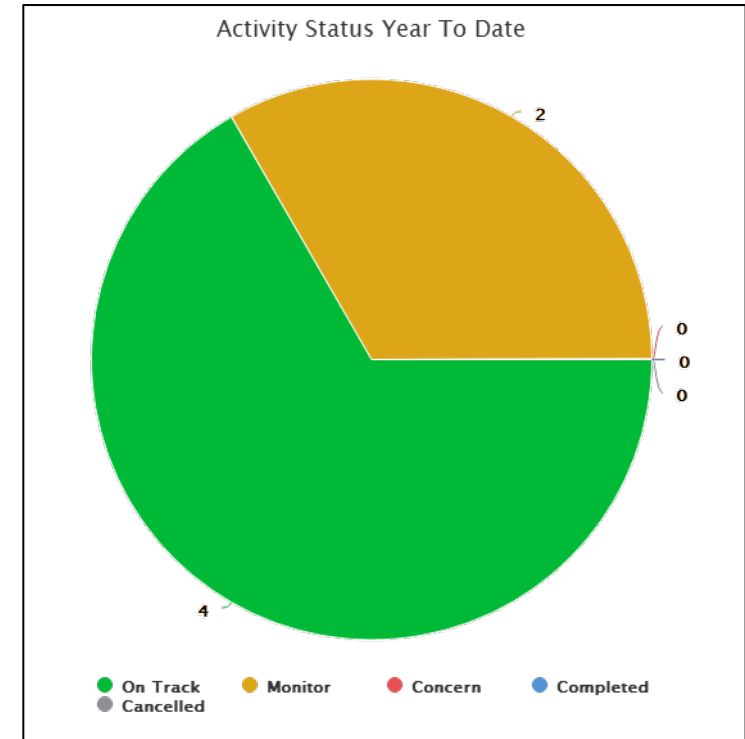
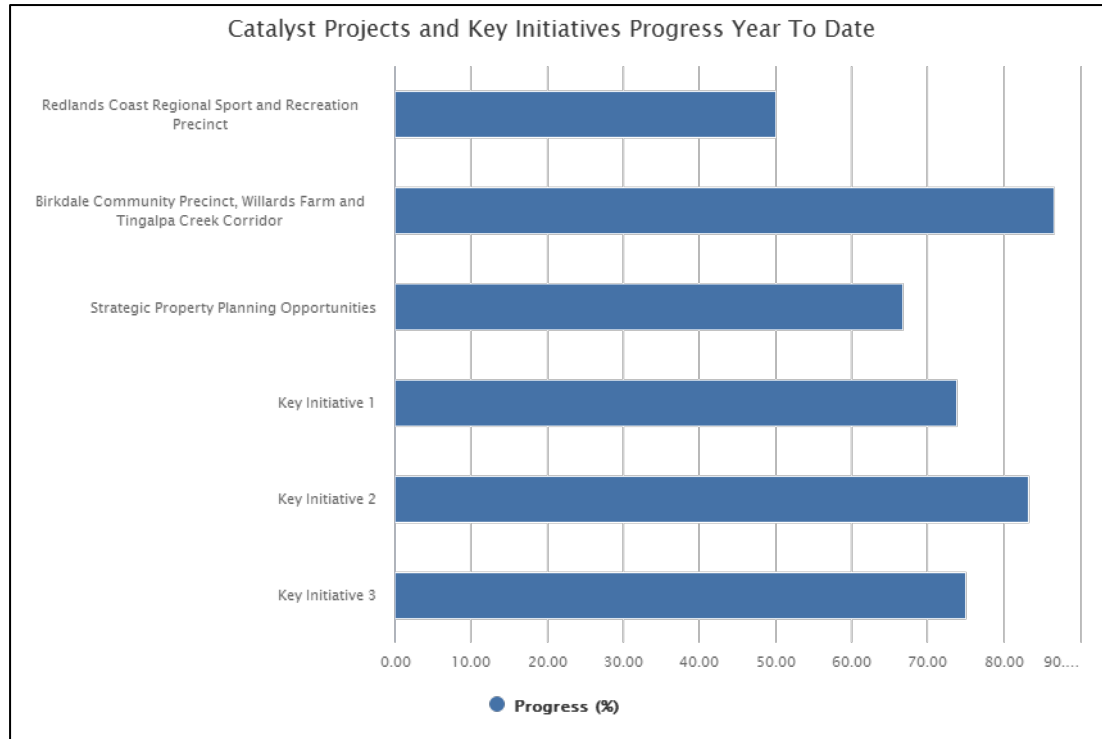
Undertake research to support advocacy efforts for all islands to be recognised as a regional status.

The Internal Islands Working Group (IAWG) met in March 2023 to progress research that will inform an island prospectus and provide internal briefings to Councillors who represent the islands on the process being undertaken to enhance funding opportunities for the islands. The Mayor participated in the Federal Government's Growing Regions Program roundtable in March 2023, where there was direct advocacy to the Federal Government around the parameters in which regions are defined.

Develop a strategic framework to guide Council's advocacy efforts with the Queensland State and Australian Federal Governments.

Engagement with neighbouring local governments has continued through the South East Queensland Advocacy Network group chaired by Redland City Council. The advocacy policy and guideline are currently being drafted.






Strong Communities - Catalyst Projects and Key Initiatives – Progress Year to Date




For details on Strong Communities Key Initiatives 1-3 refer pages 16 to 18 of this attachment.

Strong Communities – Activities and Tasks – Progress Year to Date










Catalyst Project CP2.1 Redlands Coast Regional 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 2022-2023 Activity			Progress	Commentary
CP2.1.1 Plan for effective sport and recreation at Heinemann Road, Mount Cotton.			City Assets	
a) Finalise approvals and detailed design documentation to enable procurement of Stage 1 deliverables.	Q1		25%	
	Q2		50%	
	Q3		60%	Council is preparing a response to a request for additional information from the Australian Government. This relates to Council's referral of the project under the Australian Government's Environment Protection and Biodiversity Conservation (EPBC) Act and forms part of the assessment process.
b) Continue to implement strategies to optimise existing facilities, plan for the transformation of identified sites, and secure additional land to meet the current and future sport and recreation needs of the Redlands Coast community.	Q1		15%	Council continued to work on a functional layout at Pinklands Sporting Complex to guide future planning and budget requests for the conversion of grass courts into hard courts. This is part of the optimisation of existing facilities. Strategic sport optimisation actions have been identified and prioritised into future 10-year CAPEX asset management planning.
	Q2		30%	Council completed a functional layout at Pinklands Sporting Complex to guide future planning and budget requests for the conversion of existing grass netball courts into Australian Netball compliant hard courts. Council also commenced procurement activities as part of the Charlie Buckler Sports Upgrade program. These are part of the optimisation of existing facilities. Strategic sport optimisation actions have been identified and prioritised into future 10-year CAPEX asset management planning.






Operational Plan 2022-2023 Activity			Progress	Commentary
	Q3		40%	Council is continuing procurement and design activities as part of the upgrade and transformation of various sporting fields to support our community. These are part of the optimisation of existing facilities.

Catalyst Project CP2.2 Birkdale Community Precinct, 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 2022-2023 Activity			Progress	Commentary
CP2.2.1 Progress development of the Birkdale Community Precinct.			Advocacy,	Major Projects and Economic Development
a) Finalise the Birkdale Community Precinct Master Plan.	Q1		25%	
	Q2		90%	
	Q3		90%	
b) Progress statutory planning pathways for the Birkdale Community Precinct.	Q1		25%	
	Q2		50%	
	Q3		75%	
c) Develop an activation framework that guides community partnerships and stakeholder involvement across the Birkdale Community Precinct.	Q1		25%	
	Q2		95%	
	Q3		95%	

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 2022-2023 Activity			Progress	Commentary
CP2.3.1 Continue to generate enhanced community outcomes through strategic alignment and transitioning of Council's property portfolio.			Environment and Regulation	
a) Implement an investment analysis process for major acquisitions.	Q1		25%	
	Q2		50%	
	Q3		75%	
b) Deliver property solutions to meet service delivery needs where identified as key priorities for Council.	Q1		25%	
	Q2		50%	

Operational Plan 2022-2023 Activity			Progress	Commentary
	Q3	●	75%	
c) Negotiate an external partnership to commence site development of industrial land on Macleay Island.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	50%	To activate industrial land on Macleay Island, Council proposed the Kate Street site, however there was insufficient suitable market interest to cover the cost of remediating the site. Council is re-evaluating the demand for industrial land use in order to identify suitable solutions.

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 2022-2023 Activity			Progress	Commentary
KI2.1.1 Deliver initiatives that enhance community wellbeing, build capacity and strengthen the resilience of Redlands Coast communities.			Communities	
a) Continue to finalise and implement the Redlands Coast Stronger Communities Strategy.	Q1	●	25%	
	Q2	●	35%	Procurement for delivery of community engagement activity for the Stronger Communities Strategy was finalised.
	Q3	●	67%	Consultation on the data collection stage was completed which will support a findings report for Council.
b) Continue to implement the Redlands Coast Age-friendly Action Plan 2021-2026.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	76%	
c) Continue to develop the Redland Coast Youth Action Plan.	Q1	●	10%	Desktop research and analysis has commenced to map organisational touchpoints with youth. A strategy and policy analysis of the youth sector is also underway.
	Q2	●	35%	Redlands Coast Youth Services Network, led by Council, has been reactivated to provide

Operational Plan 2022-2023 Activity			Progress	Commentary
				insights into youth-related issues and opportunities.
	Q3	●	45%	Three secondary schools now participate in the Redlands Coast Youth Services Network with four more schools interested in joining. School participation is key to networking with youth agencies and organisations, providing opportunities to implement youth programs in schools and connect outreach services delivering enhancing student wellbeing, and to inform the development of the Youth Action Plan.
d) Deliver capacity building workshops to not-for-profit community groups to enhance their organisational sustainability.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	100%	
e) Deliver the 2022-2023 Community Grants and Sponsorship Program to enhance the social, cultural, environmental and economic outcomes of the Redlands Coast.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	80%	
f) Undertake planning and activities to enhance community perceptions of safety and local responses.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 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) Complete the Cultural Services Policy review to align with the Corporate Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Investigate and scope the development of appropriate strategic planning instruments for libraries, arts, culture and heritage, to	Q1	●	25%	
	Q2	●	50%	

Operational Plan 2022-2023 Activity			Progress	Commentary
support the delivery of the Corporate Plan.	Q3	●	75%	
c) Progress business planning and seek out grant funding opportunities for the refurbishment project for the Redland Performing Arts Centre.	Q1	●	100%	
	Q2	●	100%	
	Q3	●	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 2022-2023 Activity			Progress	Commentary
KI2.3.1 Collaborate with schools, tertiary education providers, businesses, industries and communities to advance education opportunities in Redlands Coast.			Economic Development and Investment	
a) Work with university, TAFE, and vocational, business and industry sectors to facilitate the development and delivery of training and education programs.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue to support education and training initiatives for island residents.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Continue to cultivate relationships with tertiary and vocational education and training institutions to identify higher education opportunities in the city.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Continue to support delivery of the Redlands Health and Wellness Precinct Master Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
e) Continue to explore opportunities to partner with international institutes.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Strong Communities - Key Activities and Highlights

Plan for effective sport and recreation at Heinemann Road, Mount Cotton.

Council is progressing the approvals process to allow for the commencement of the Redlands Coast Sport and Recreational Precinct. The Australian Government has requested more information from Council to assess the referral of the project under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act). This additional information and the impact assessment may result in delays to the project.

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

The Draft Library Services Strategic Plan was presented at a Councillor workshop on 27 March and endorsed at the General Meeting on 19 April 2023. Initial scoping has been undertaken on the library network plan. The network plan is a deliverable of the Library Services Strategic Plan and will guide planning and investment in library infrastructure over the coming 20 years. The Draft Creative Arts Strategic Plan is in development and internal consultation has been conducted.

Plan for effective sport and recreation at Heinemann Road, Mount Cotton.

Council continued to progress the approvals process to allow for the commencement of Stage 1 construction.

Progress development of the Birkdale Community Precinct.

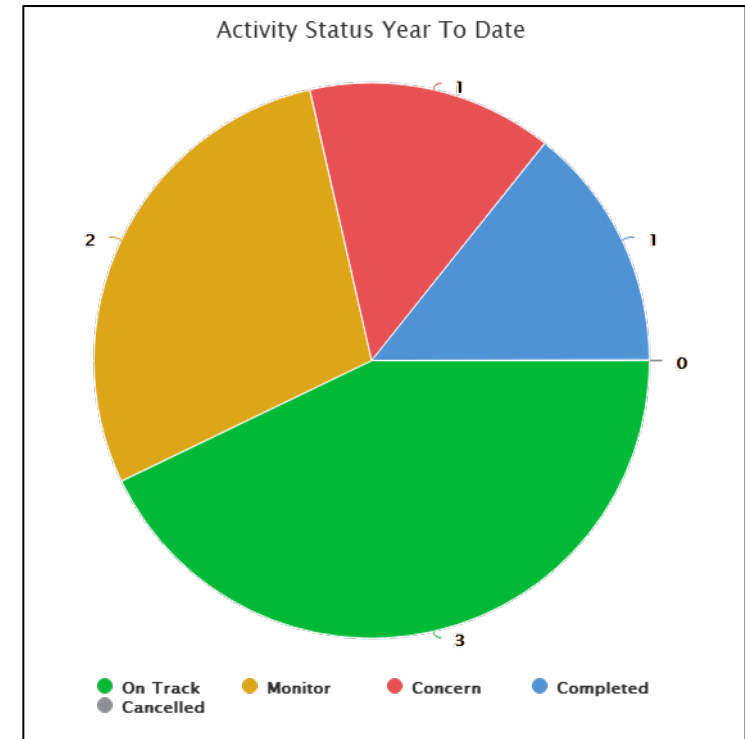
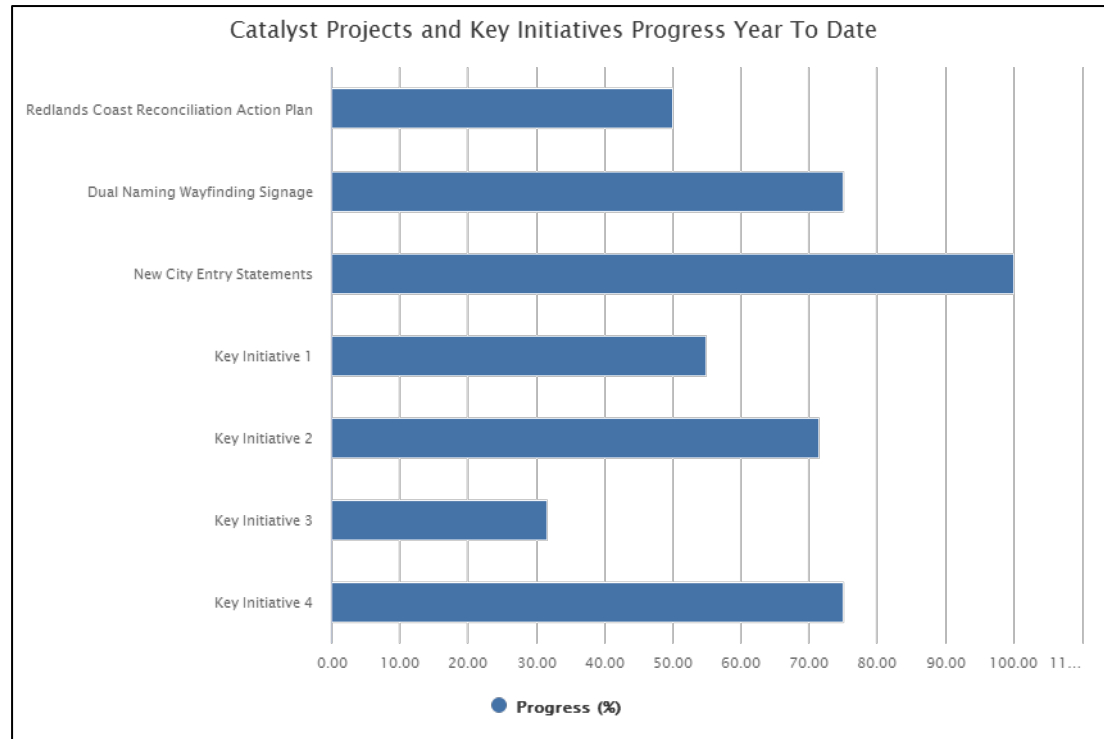
The Birkdale Community Precinct (BCP) planning pathway is progressing as a Local Government Infrastructure Designation (LGID) as endorsed by Council. A report on the submissions made by the community on the BCP LGID is the next step to progress the LGID approval.

Deliver initiatives that enhance community wellbeing, build capacity and strengthen the resilience of Redlands Coast communities.

Community consultation has been completed through an external facilitator for the development of key findings to present to Council for review, prior to the development of the Stronger Communities Strategy.

Capacity building workshops have been delivered to community groups in Redlands Coast to support organisational governance and grants to build on education and capacity within the community.

Quandamooka Country - Catalyst Projects and Key Initiatives – Progress Year to Date



For details on Quandamooka Country Key Initiatives 1-4 refer pages 23 to 26 of this attachment.

Catalyst Project CP3.3 New City Entry Statements - Installation of new city entry statements that include acknowledgement of Quandamooka Country was completed in Quarter One of Operational Plan 2021-2022.



Quandamooka Country – Activities and Tasks – Progress Year to Date

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 2022-2023 Activity			Progress	Commentary
CP3.1.1 Establish new reconciliation action plans.			Corporate	Governance
a) Continue to develop an external facing Redlands Coast reconciliation action plan through Reconciliation Australia.	Q1	●	15%	Council has registered with Reconciliation Australia to develop an Innovate Reconciliation Action Plan (RAP). In quarter one, Council commenced work to establish a RAP Working Group consisting of members of the Redlands Coast Aboriginal and Torres Strait Island communities, community leaders and Council.
	Q2	●	35%	Invitations were sent out to key stakeholders within the Redlands Coast community in October 2022. Acceptances were received and the first External RAP Working Group has been scheduled.
	Q3	●	50%	The inaugural External RAP Working Group meeting was held on 21 February 2023. Council chaired the meeting and provided an overview of the current roadmap relating to the External RAP with key stakeholders in attendance. Council has chosen to produce an innovate RAP.

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 2022-2023 Activity			Progress	Commentary
CP3.2.1 Develop a dual naming policy for Council.			Corporate	Governance
a) Develop a dual naming policy for Council owned assets.	Q1	●	20%	Council's Dual Naming Policy has been developed with preparations commencing to undertake an internal consultation process with the Executive Leadership Team.

Operational Plan 2022-2023 Activity			Progress	Commentary
	Q2		60%	
	Q3		75%	

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

Operational Plan 2022-2023 Activity			Progress	Commentary
Installation of new city entry statements that include acknowledgement of Quandamooka Country.			Communication, Engagement and Tourism	
CP3.3 Catalyst Project was completed in Quarter One of Operational Plan 2021-2022. Six new city entry statements that include the acknowledgement of Quandamooka Country were installed across Redlands Coast during 2021-2022 with this catalyst project now complete.	Q1		100%	
	Q2		100%	
	Q3		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 2022-2023 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		15%	Committee meetings were not held this quarter. Council will continue to engage with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) to further progress this activity.
	Q2		40%	Advice was received in November 2022 from QYAC advising that they will hold off rescheduling the ILUA Consultative Committee until further notice.
	Q3		40%	The ILUA Consultative Committee scheduled for 9 November 2022 was cancelled with advice received on 21 September 2022 that

Operational Plan 2022-2023 Activity			Progress	Commentary
				QYAC will hold off on re-scheduling until further notice. A follow-up email was sent on 6 March 2023. To date no response has been received.
b) Monitor the progress of ILUA activities delivered by key internal stakeholders and report quarterly to Council's Executive Leadership Team (ELT).	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Continue to work collaboratively with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).	Q1	●	10%	Council continues to work towards working collaboratively with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC). Due to the unavailability of QYAC, there has not been a Consultative Committee Meeting held this year however a Capital Works Forum was held on 21 September 2022.
	Q2	●	40%	Council continues to work towards working collaboratively with QYAC. Arrangements are currently underway to schedule the next Sea Land and Environment Committee meeting.
	Q3	●	50%	Council continues to reach out to QYAC to fulfill meeting commitments under the ILUA and meetings for the Sea Land and Environment Committee and Consultative Committee.




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 2022-2023 Activity			Progress	Commentary
KI3.2.1 Implement culturally appropriate protocols and promote traditional knowledge.			Corporate Governance	
a) Continue to implement and monitor cultural heritage and cultural awareness training to employees and elected members.	Q1	●	25%	
	Q2	●	50%	

Operational Plan 2022-2023 Activity			Progress	Commentary
	Q3	●	68%	
b) Continue to 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%	

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 2022-2023 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) Progress Council's response to the Native Title claim and interests in accordance with the Federal Court Rules and Model Litigant Principles.	Q1	●	20%	Mediation in relation to the Native Title claim, is still progressing in the Federal Court of Australia. Council continued to respond to the Native Title Claim by providing submissions to the Queensland State Government, Native Title Claim applicants and through Councils non-claimant applications.
	Q2	●	35%	Council is continuing to respond to the Native Title Claim by providing submissions to the State Government, the Native Title Claim applicants and through Councils non-claimant applications.
	Q3	●	35%	Council is continuing to respond to the Native Title Claim by participating in mediation with the State Government and Native Title applicant to resolve issues in dispute. If issues cannot be resolved through mediation, Council will continue to progress matters in relation to both the Claimant Application as well as its own Non-Claimant Applications through the Federal Court in accordance with the Federal

Operational Plan 2022-2023 Activity			Progress	Commentary
				Court Rules and Model Litigant Principles.
b) Identify Council's Works and Public Interests and associated community use and tenures within Native Title Claim areas.	Q1		40%	
	Q2		40%	Substantial research has been undertaken to identify all historical Council works, land uses and associated tenures within the Native Title Claim area. A detailed public works analysis has been provided to the State Government and the applicant in relation to those parcels in which the State Government and the applicant agree that native title exists, but which Council asserts is subject to a previous exclusive possession act. Council is currently awaiting the State Government and the applicant to respond. Further research continues to be undertaken in relation to areas outside of a lot and plan such as foreshores, creeks and canals where Council has undertaken works.
	Q3		60%	Substantial research has been undertaken in relation to all historical public works which are Previous Exclusive Possession Acts (PEPA) that extinguish Native Title on parcels of land which the Native Title Claim Applicant and State Government agree that Native Title continues to exist and areas outside of a lot and plan, such as foreshores, creeks and canals where Council has undertaken works. The State Government and the Native Title Claim Applicant have been responding in tranches to Council's public works submissions in relation to parcels of land only. For parcels where the State Government and the Native Title Claim Applicant do not agree with Council's submissions that Native Title has been extinguished, Council may now also consider whether any future acts on such

Operational Plan 2022-2023 Activity			Progress	Commentary
				parcels have extinguished native title (as opposed to just those that are a PEPA). Research has also been undertaken to identify community interests on contentious parcels which include leases to various clubs.
c) Propose an ILUA with Traditional Owners to support their traditional lands and help to ensure the future prosperity and cultural enrichment of the community.	Q1	●	0%	An ILUA has not been discussed at this stage as the determination of the Native Title Claim has not been finalised in the Federal Court of Australia.
	Q2	●	0%	This task is currently on hold due to administrative matters with the existing ILUA.
	Q3	●	0%	This task is currently on hold due to administrative matters with the existing ILUA.

Key Initiative KI3.4 Key Initiative 4 -

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

Operational Plan 2022-2023 Activity			Progress	Commentary
KI3.4.1 Strengthen the local North Stradbroke Island (Minjerribah) economy.			Economic	Development and Investment
a) Engage with key stakeholders on Minjerribah to identify and deliver initiatives to strengthen the local economy.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Progress 03/21 – Major Amendment – Minjerribah (Site specific land uses).	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Continue to work with Minjerribah-Moorgumpin Elders-in-Council Aboriginal Corporation (MMEIC) in their continued management of Terra Bulla Leumeah Conservation Area on Minjerribah, for environmental, historical, cultural and community purposes.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Quandamooka Country - Key Activities and Highlights

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

No progress from last quarter. The quarter three comment remains the same as quarter two due to the legal process.

Both the Quandamooka Claim and Five Rivers Claim remain before the Federal Court of Australia. The Five Rivers Claim is yet to move forward to an evidentiary stage, but the Quandamooka Claim is in the evidentiary stage. Council is actively making submissions to both the State Government and the Native Title applicants about the extinguishment of Native Title having regard to established previous exclusive possession act criteria. This stage will likely take some time to be completed and will involve mediation in an attempt to avoid a hearing before a Federal Court judge.

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

Council continues to reach out to Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) to fulfill meeting commitments under the Indigenous Land Use Agreement (ILUA). Commitments of the ILUA are continually monitored and reported quarterly to Council's Executive Leadership Team (ELT).

Establish new reconciliation action plans.

Council has registered with the Reconciliation Australia to develop an Innovate Reconciliation Action Plan (RAP). The first External RAP Working Group was held on 21 February 2023. An action was agreed to hold these meetings quarterly. Draft Terms of Reference has been distributed for comment and discussion at the next planned meeting.

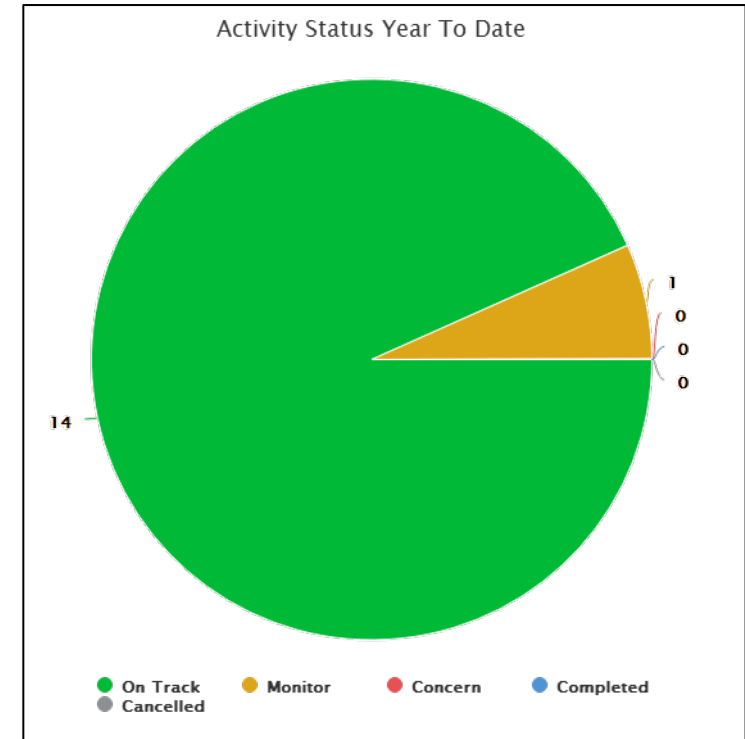
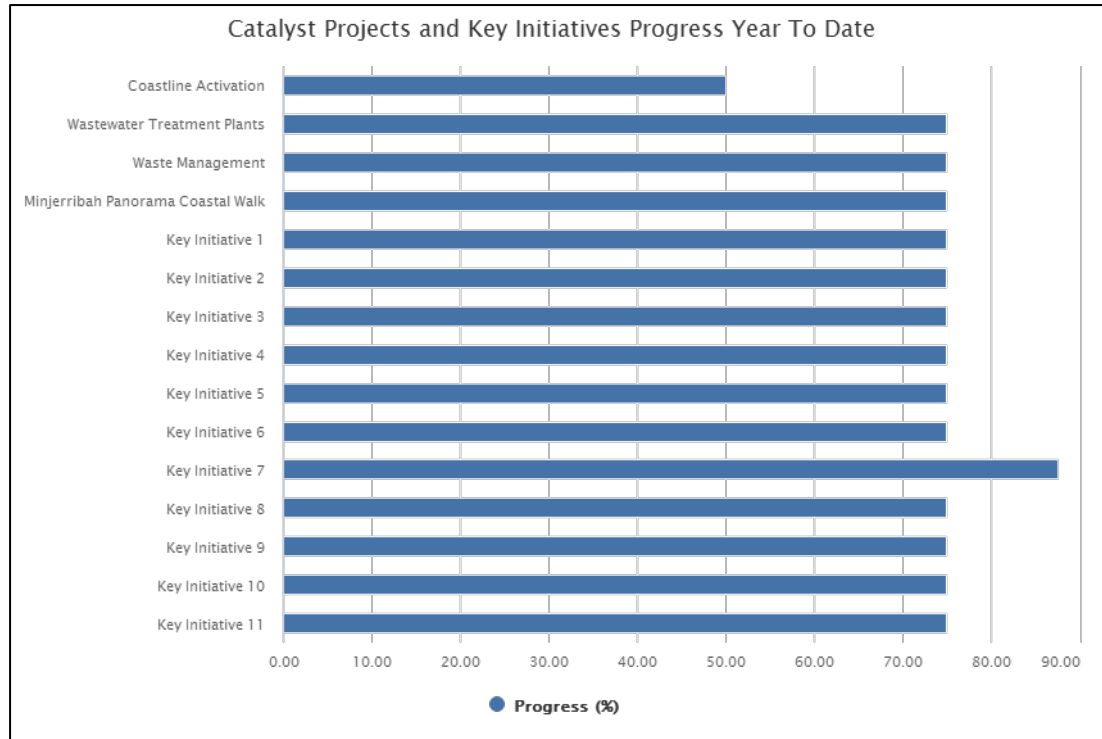
Develop a dual naming policy for Council.

The draft Dual Naming Policy and Guideline have been developed and distributed internally for feedback before proceeding for comment to Council's Organisational Leadership Group as part of the consultation process.

Implement culturally appropriate protocols and promote traditional knowledge.

Council has mapped out training dates for the internal First Nation Information sessions. Dates are now being scheduled for the Minjerribah Moorgumpin Aboriginal Elders in Council Cultural Training days. Activities have now been arranged for both the National Reconciliation Week (May/June 2023) and NAIDOC celebrations in July 2023.

Natural Environment - Catalyst Projects and Key Initiatives – Progress Year to Date



For details on Natural Environment Key Initiatives 1-11 refer pages 30 to 36 of this attachment.

Natural Environment – Activities and Tasks – Progress Year to Date

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 2022-2023 Activity			Progress	Commentary
CP4.1.1 Commence development of a strategy to activate the Redlands Coast coastline.			Environment and Regulation	
a) Finalise the scope of the strategy to activate the Redlands Coast coastline.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	50%	This activity is on hold while Council evaluates pathways for coastline activation.

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 2022-2023 Activity			Progress	Commentary
CP4.2.1 Implement the Adaptive Planning Strategy Wastewater Treatment for wastewater treatment plants.			City Assets	
a) Review release to environment and licence requirements in accordance with the Adaptive Planning Strategy and ongoing planning studies.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Refine the Strategy as upgrade plans are progressed at treatment plants.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
CP4.3.1 Participate in the implementation of the SEQ Waste Management Plan and implement the Waste Reduction and Recycling Plan 2021-2030.			City Assets	
a) Continue to participate in the Council of Mayors (SEQ) Waste	Q1	●	25%	

Operational Plan 2022-2023 Activity			Progress	Commentary
Working Group to develop a roadmap and implementation plan.	Q2	●	50%	
	Q3	●	75%	
b) Implement agreed actions in Council's Plan to move towards a zero waste future.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
CP4.4.1 Deliver 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	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI4.1.1 Continue to implement the Wildlife Connections Action Plan 2018-2023 and undertake a review of the delivery of the Plan.			Environment and Regulation	
a) Improve corridor habitat by identifying strategic areas for planting native species, threat management and extension programs in identified priority areas.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Deliver the Redlands Coast Flying-Fox Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Reduce impacts on corridors by enhancing habitat on freehold land, supporting landholders in creating buffers of native vegetation and reviewing conservation land acquisition priorities.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI4.2.1 Implement the Koala Conservation Strategy 2016 and review the Redlands Coast Koala Conservation Action Plan 2022–2027.			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%	
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%	
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%	
d) Increase understanding, connection to and participation in koala conservation actions and behaviours with the Redlands Coast community.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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

Operational Plan 2022-2023 Activity			Progress	Commentary
KI4.3.1 Implement Council's fire management program.			Environment and Regulation	
a) Continue to deliver the current fire management maintenance programs with a focus on safety, innovation and interagency collaboration.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue to deliver community education events.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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

Operational Plan 2022-2023 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%	
b) Continue to investigate renewable energy opportunities on Council buildings.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Deliver information promoting sustainable living options including alternative energy usage to the Redlands Coast community.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI4.5.1 Implement the Coastal Hazards Adaptation Strategy across Redlands Coast.			City Assets	
a) Deliver the coastal monitoring program including beach, tide and water quality monitoring.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Design and deliver a program to increase community awareness and resilience to coastal hazards.	Q1	●	10%	Work has progressed on the living shoreline projects. This information will form the foundation of community awareness and resilience to the coastal hazards program.
	Q2	●	50%	
	Q3	●	75%	
c) Undertake concept development and design of living shorelines pilot projects.	Q1	●	45%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI4.6.1 Continue to implement the Sub Regional Material Recovery Facility Procurement Process.			City Assets	
a) Continue as part of the external working group of three Councils to finalise the tender process.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Provide status updates to the Sub-Regional Steering Committee and the Councillors.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Present a business case once the tender evaluation process is finalised.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Continue to seek external funding to support the business case.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 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%	
b) Contribute to the development of the Water for South East Queensland (SEQ): Planning for our future Annual Report 2022.	Q1	●	25%	
	Q2	●	100%	
	Q3	●	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 2022-2023 Activity			Progress	Commentary
KI4.8.1 Deliver the Redlands Coast Biosecurity Plan 2018-2023.			Environment and Regulation	
a) Prevent and detect invasive biosecurity matter.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Promote awareness and education of biosecurity and pest management.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Manage systems to provide effective pest control and enforcement activities.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 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) 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%	
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%	
c) Provide extension services with private land owners and the community in accordance with identified priority areas.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Deliver community Bushcare programs in identified priority areas.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI4.10.1 Implement waterway catchment management programs.			Environment and Regulation	
a) Implement the Redlands Coast Bay and Creeks Plan 2021-2031.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Participate in relevant partnerships and networks that foster catchment management and improved water quality.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Monitor catchment and recreation water quality.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Respond to and investigate customer service requests for erosion and sediment control matters.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
e) Monitor compliance with development approvals for sediment and erosion control matters.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI4.11.1 Support opportunities to advance alternative sources of energy in Redlands Coast.			Economic Development and Investment	
a) Continue to work with universities and other research institutions to explore clean energy research opportunities including hydrogen for the city.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Cultivate relationships with industry peak bodies and organisations that focus on alternative sources of energy to identify potential opportunities for the city.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Promote programs for the business and industry sector that encourage the uptake of alternative sources of energy to secure economic, environmental and social opportunities for Redlands Coast.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Natural Environment - Key Activities and Highlights

Continue to implement the Sub Regional Material Recovery Facility Procurement Process.

Continued with the procurement phase of the Materials Recovery Facility in partnership with Logan City Council and Ipswich City Council.

Deliver the Redlands Coast Biosecurity Plan 2018-2023.

Council's biosecurity program continued to focus on working with property owners, visiting 243 large properties for the quarter, developing treatment plans and providing advice and education on containing and eradicating populations of pest species.

Council identified 1,159 pest species populations and importantly discovered three new pest species. Work has begun in conjunction with residents to contain pest species with a long term goal of eradicating the threat. The species identified are Hygrophila Trifolia (a water weed), Moth vine (Weed of National Significance) and White Snakeweed (akin to current eradication target purple snakeweed).

Implement the Koala Conservation Strategy 2016 and review the Redlands Coast Koala Conservation Action Plan 2022–2027.

Council continues to work with Griffith University and the Department of Transport and Main Roads on phase one to consolidate and analyse wildlife roadkill data to strengthen future planning. Monitoring of koala health continued across the quarter.

Council's Bushcare Program and IndigiScapes Native Nursery partnered with Australian National University (ANU) to develop and commence a seed propagation program from favoured koala food trees to increase the nutritional carrying capacity of koala habitat at select sites across Redlands Coast. The Griffith University Gumleaves project kicked off with ANU researchers joining the Bushcare seed collectors at Birkdale Community Precinct to collect seed and leaf to start the propagation of koala food resources.

Councils' koala conservation program team and research partner Griffith University's social marketing team delivered three co-design sessions at IndigiScapes to improve community needs regarding Koala Watch. Over 100 respondents were surveyed both online and in person. Griffith University's social marketing also delivered three co-design sessions on 'Sharing the Road', a driver awareness program.

Deliver the Minjerribah Panorama Coastal Walk Project on North Stradbroke Island (Minjerribah).

The coastal boardwalks and stairway to Frenchman's Beach continue to be progressed with works on track to be completed by the scheduled date.

Implement the Coastal Hazards Adaptation Strategy across Redlands Coast.

The coastal monitoring program continues to be on track, beach and water quality monitoring are being delivered. Council met with the State Government to progress the monitoring program. Living shorelines designs and documentation required for permitting and approvals is on track for completion for Local Government Association Queensland planned deliverables. Engagement materials work is continuing.

Implement waterway catchment management programs.

66 recreational water quality monitoring samples were taken across Redlands Coast for the January to March period. Council proactively tested 13 designated recreational swimming areas across the Redlands Coast mainland, Southern Moreton Bay Island (SMBI) and North Stradbroke Island/Minjerribah, to ensure safe recreational water quality levels for public health. Council participated in a Healthy Land and Water Ramsar workshop to collaborate on the management of wetlands. Social media posts and a community planting day was undertaken for World Wetlands Day. Council participated in a Biosecurity Queensland workshop on pest fish to gain awareness of pest fish in Redlands Coast waterways.

To monitor erosion and sediment control across Redlands Coast, Council conducted 34 proactive investigations at planned development sites and responded to 17 requests from the community regarding concerns at development sites. Of those, 28 have been completed and 23 remain ongoing.

Implement Council's fire management program.

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

Participate in the implementation of the SEQ Waste Management Plan and implement the Waste Reduction and Recycling Plan 2021-2030.

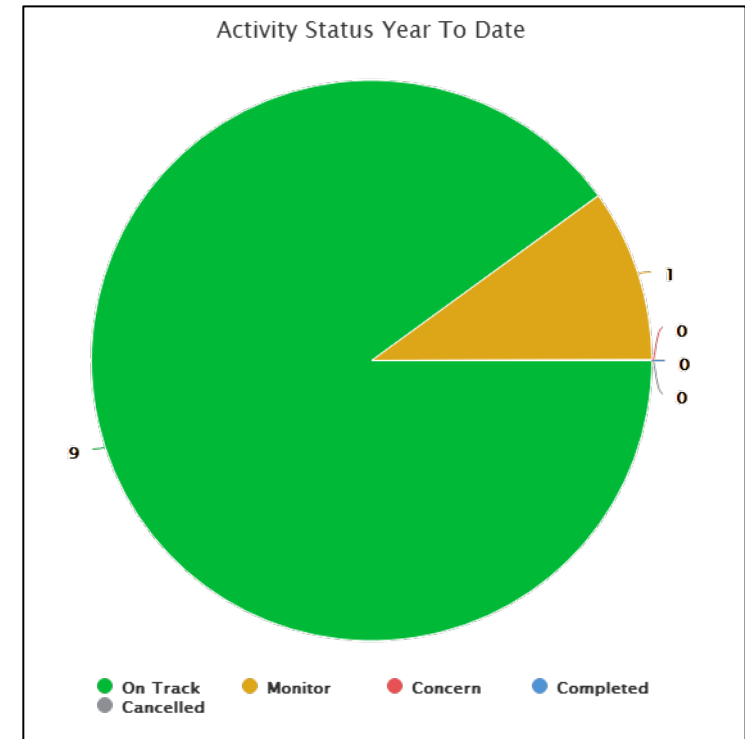
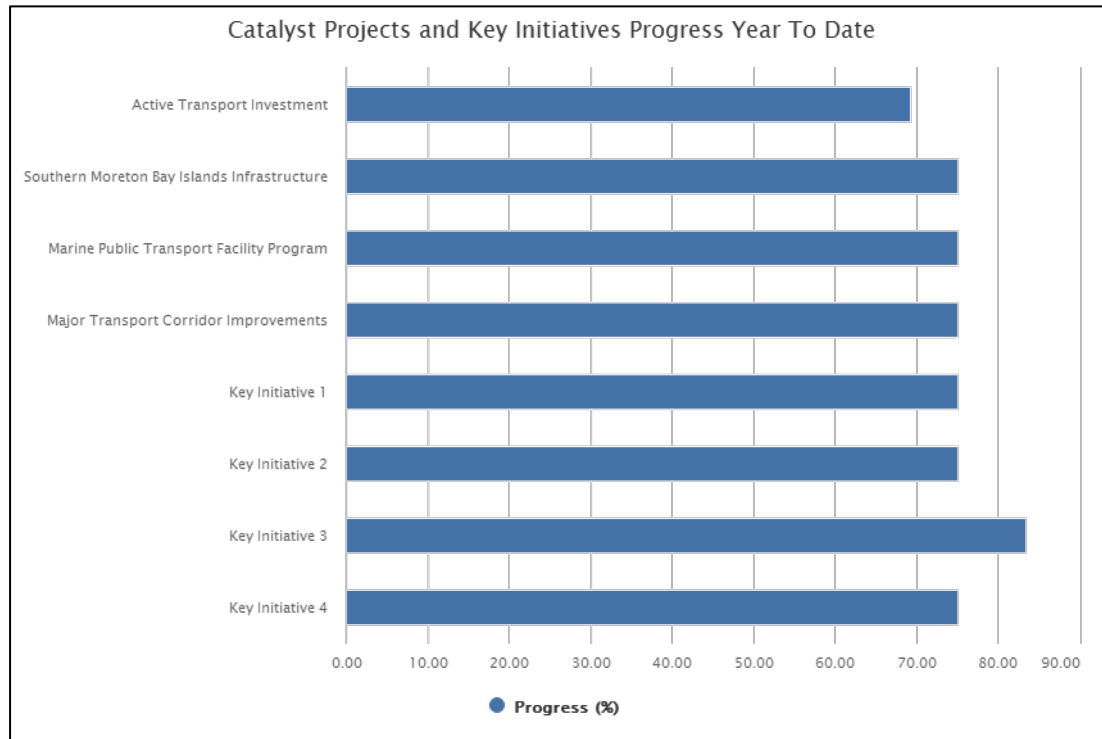
Council continued to participate in regional waste forums to develop a roadmap and align with Council's implementation plan including organics data and educational activities. Council continued with the Materials Recovery Facility Procurement process.

Continue to implement the Wildlife Connections Action Plan 2018-2023 and undertake a review of the delivery of the Plan.

As part of the Redlands Coast Flying-Fox Plan, an engagement package has been designed for the Flying-Fox Conflict and Mitigation and Resident Assistance Package for Lotus Close Wetland which includes resident surveys and interviews.

Council targeted new properties identified as in or supporting priority areas in the Wildlife Connections Action Plan. Partnership activities included weed removal, vegetation planting and removal of barriers to allow fauna movement through properties.

Liveable Neighbourhoods - Catalyst Projects and Key Initiatives – Progress Year to Date



For details on Liveable Neighbourhoods Key Initiatives 1-4 refer pages 42 to 44 of this attachment.

Liveable Neighbourhoods – Activities and Tasks – Progress Year to Date

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 2022-2023 Activity			Progress	Commentary
CP5.1.1 Develop a strategy, network plan and commence planning of cycle and pedestrian paths in Redlands Coast.			City Assets	
a) Deliver a strategy and network plan for cycling and pedestrian paths in Redlands Coast.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Commence planning the Northern Greenway Transport Corridor and commence funding discussions with the Queensland Government.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
CP5.1.2 Commence planning for walking and cycle networks in Redlands Coast.			City Planning and Assessment	
a) Commence planning for the Ormiston section of the Moreton Bay Cycleway.	Q1	●	13%	Council is currently developing an Active Transport Strategy and Network Plan and will inform of any future development of this section of the Moreton Bay Cycleway.
	Q2	●	13%	Council was advised in July 2022 that the grant application seeking funding for Moreton Bay Cycleway-Ormiston Link Options Analysis under the Cycle Network Local Government Grants Program (CNLGGP) was unsuccessful and therefore cannot be delivered this financial year.
	Q3	●	30%	A further grant submission has been made this quarter to commence planning for the 2023-2024 financial year.
b) Liaise with the Queensland Government on walking and cycle network planning and identify external grant opportunities.	Q1	●	25%	
	Q2	●	75%	
	Q3	●	85%	

CP5.1.3 Continue to work with the State and Federal Governments to progress the City Deal.			Advocacy, Major Projects and Economic Development	
a) As part of the City Deal, progress an upgraded Dunwich Ferry Terminal to improve connectivity and promote tourism to North Stradbroke Island (Minjerribah).	Q1	●	25%	
	Q2	●	25%	The change in Federal Government has delayed the progress of the City Deal. The new Federal Government are to announce details.
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
CP5.2.1 Define the scope and identify resourcing required for Southern Moreton Bay Islands (SMBI) Infrastructure.			City Assets	
a) Commence consolidation of plans and strategies from a planning, social, infrastructure and environmental perspective.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
CP5.3.1 Deliver Southern Moreton Bay Islands (SMBI) jetty upgrades in partnership with the Queensland Government.			City Assets	
a) Continue to collaborate with the Queensland Government to deliver stages of nominated sites.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue to monitor project progression including expenditure of the overall project.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 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) Undertake civil construction works to progress Stage 1.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI5.1.1 Build strategic partnerships to maximise potential investment in city centres.			Economic Development and Investment	
a) Foster relationships with key stakeholders to align strategic goals and coordinate activity and opportunities to position city centres for further investment, activation and visitation.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Focus investment attraction activities to profile Redlands Coast city centres to leverage the major projects pipeline.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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

Operational Plan 2022-2023 Activity			Progress	Commentary
KI5.2.1 Develop a framework for an ongoing local area planning program.			City Planning and Assessment	
a) Commence a local area planning investigation of an area of the city as determined by Council.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue to progress a statutory review of the Local Government Infrastructure Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Complete statutory public consultation on proposed changes to	Q1	●	25%	

Operational Plan 2022-2023 Activity			Progress	Commentary
the planning provisions for the city's canal and lakeside estates as part of 02/20 – Major Amendment – General.	Q2	●	50%	
	Q3	●	75%	
d) Progress 02/21 - Major Amendment - Southern Thornlands Potential Future Growth Area.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
e) Finalise 05/19 – Major Amendment – South West Victoria Point Local Plan.	Q1	●	25%	
	Q2	●	75%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI5.3.1 Engage the Redlands Coast community to co-design the liveability of its neighbourhoods through planning, placemaking and the management of community assets.			City Planning and Assessment	
a) Progress two minor/administrative amendments and one new Major Amendment package 01/22 – General.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Commence 03/19 – Major Amendment – Heritage, with a supporting incentives package for affected landowners.	Q1	●	100%	
	Q2	●	100%	
	Q3	●	100%	
c) Finalise 01/21 – Major Amendment – Environmental.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI5.4.1 Deliver the Redlands Coast Transport Strategy 2041.			City Planning and Assessment	
a) Progress development of the Redlands Coast Active Transport Plan.	Q1	●	40%	
	Q2	●	60%	
	Q3	●	75%	
b) Advance the detailed design for the Northern Greenway Transport Corridor.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Commence preparation of the Capalaba District Local Area Transport Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Commence preparation of the Cleveland Centre Local Area Transport Plan.	Q1	●	25%	
	Q2	●	60%	
	Q3	●	75%	

Liveable Neighbourhoods - Key Activities and Highlights

Commence planning for walking and cycle networks in Redlands Coast.

In quarter three significant progress was made in identifying issues, strategies and some key initiatives for the preliminary Draft Redlands Coast Active Transport Strategy, which is now being prepared.

Develop a strategy, network plan and commence planning of cycle and pedestrian paths in Redlands Coast.

Council's consultant is well advanced with both the Redlands Coast Active Transport Strategy and Network Plans and is on target for plan completion this financial year.

Work continues on the design and delivery of a range of pedestrian and footpath projects across the city. Negotiations continue with the Department of Transport and Main Roads in relation to a number of grant funded footpath and cycleway projects.

Deliver the Wellington Street and Panorama Drive Upgrade Program Stage 1 in partnership with the Federal Government.

Civil works are well underway and are on track to meet scheduled milestones.

Deliver the Redlands Coast Transport Strategy 2041.

Progress has been made drafting the preliminary Draft Cleveland Local Area Transport Plan. The invitation to tender was released to market for preparation of the Capalaba- Birkdale Local Area Transport Plan.

Define the scope and identify resourcing required for Southern Moreton Bay Islands (SMBI) Infrastructure.

A review of plans and strategies progressed as planned and is on track with internal stakeholder engagement completed.

Develop a framework for an ongoing local area planning program.

The Major Amendment-02/21 - Southern Thornlands Potential Future Growth Area was placed on hold by the Department of State Development, Infrastructure, Local Government and Planning pending its completion and approval of the Redlands Housing Supply and Diversity Strategy.

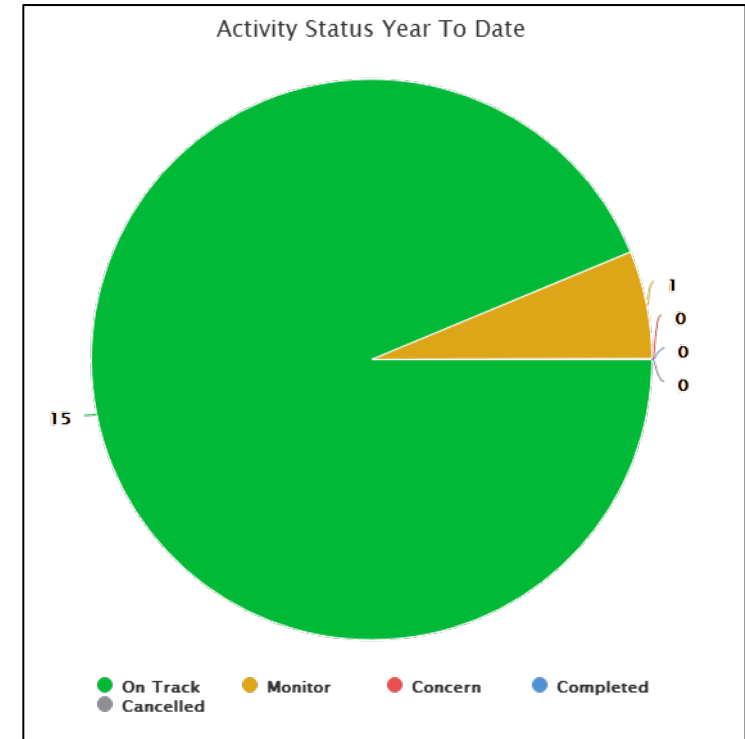
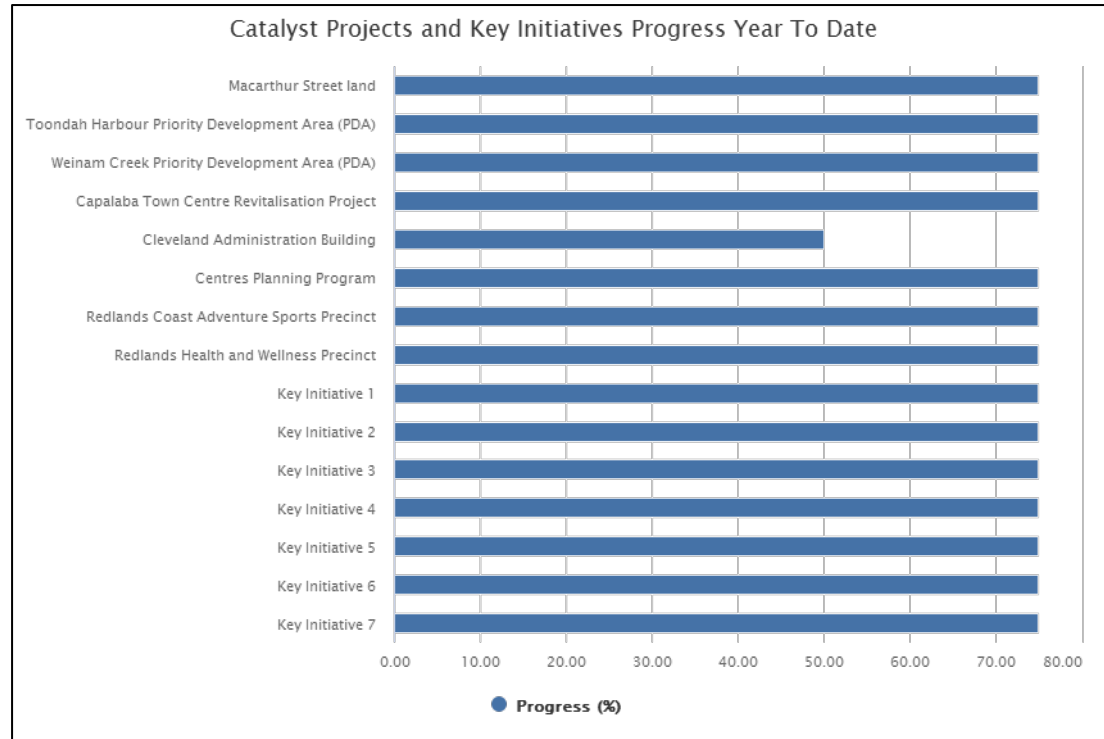
Build strategic partnerships to maximise potential investment in city centres.

Council worked with Business Chamber Queensland to progress opportunities to boost foreign and local investment in the Redlands Coast.

Deliver Southern Moreton Bay Islands (SMBI) jetty upgrades in partnership with the Queensland Government.

The SMBI jetty upgrade project remains on track for completion in 2022-2023 financial year.

Thriving Economy - Catalyst Projects and Key Initiatives – Progress Year to Date



For details on Thriving Economy Key Initiatives 1-7 refer pages 50 to 53 of this attachment.

Thriving Economy – Activities and Tasks – Progress Year to Date

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

Operational Plan 2022-2023 Activity			Progress	Commentary
CP6.1.1 Deliver a sustainable property solution that optimises site opportunities.			Environment and Regulation	
a) Deliver recommendations in relation to the social and economic opportunities for the land.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
CP6.2.1 Redland Investment Corporation (RIC) to progress the delivery of the Toondah Harbour PDA.			Advocacy, Major Projects and Economic Development	
a) Continue to monitor Australian Federal Government environmental approval.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue to monitor Queensland State Government approvals.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
CP6.3.1 Redland Investment Corporation (RIC) to progress the delivery of the Weinam Creek PDA.			Advocacy, Major Projects and Economic Development	
a) Commence construction of the Hamilton Street extension (Stage 3).	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Operational Plan 2022-2023 Activity			Progress	Commentary
b) Finalise a land swap with the Queensland State Government.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Commence detailed design of the loop road (Stage 3b to 3d).	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP6.4 Capalaba Town Centre Revitalisation Project -

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

Operational Plan 2022-2023 Activity			Progress	Commentary
CP6.4.1 Redland Investment Corporation (RIC) to progress the Capalaba Town Centre Revitalisation Project.			Advocacy, Major Projects and Economic Development	
a) Represent Council's interests on the project steering committee and maintain oversight over deliverables.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Collaborate with major stakeholders to identify opportunities and integrate with investment attraction activities.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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

Operational Plan 2022-2023 Activity			Progress	Commentary
CP6.5.1 Continue the review of Council's Cleveland accommodation.			Advocacy, Major Projects and Economic Development	
a) Continue pre-planning activities to determine options for Council's office footprint in Cleveland, supporting local place-making and strengthening local capacity, aligned with CP6.6 Centres Planning Program.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	50%	Council continues to undertake pre-planning activities to determine options for Council's office footprint in Cleveland.

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 2022-2023 Activity			Progress	Commentary
CP6.6.1 Implement a centre management program in Cleveland and other centres.			Economic	Development and Investment
a) Coordinate planning and activities to deliver place plans in key centres.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Advocate and build relationships with external partners to achieve shared goals.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Deliver the Village Events and Activation Program to support local placemaking and strengthen local capacity.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Explore opportunities to implement business and public realm activation improvements in centres to promote visitation and support local business patronage.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
CP6.7.1 Undertake planning and advocacy for the Redlands Coast 2032 Legacy.			Advocacy,	Major Projects and Economic Development
a) Establish the Redlands Coast 2032 Legacy Working Group to identify a community vision and provide advice on legacy opportunities for the Redlands Coast aligned with the Brisbane 2032 Legacy Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
CP6.7.2 Undertake planning for integrated lagoon and canoe/kayak slalom facilities as part of the Birkdale Community Precinct Recreation and Adventure Sports Hub.			Advocacy,	Major Projects and Economic Development
a) Incorporate Precinct planning into the Birkdale Community Precinct Master Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

b) Develop a detailed business plan for the Precinct.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Commence concept planning for facilities within the Precinct.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP6.8 Redlands Health and Wellness Precinct -

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

Operational Plan 2022-2023 Activity			Progress	Commentary
CP6.8.1 Collaborate with industry and government stakeholders to advance the Redlands Health and Wellness Precinct.			Economic Development and Investment	
a) Partner with Mater Health and Metro South Health and other stakeholders to progress partnerships and collaboration.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Explore innovative opportunities to expand the delivery of health services in the city.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI6.1.1 Implement Redlands Coast industry sector plans to support new and existing businesses in key industry sectors.			Economic Development and Investment	
a) Finalise and commence implementation of the Redlands Coast	Q1	●	25%	

Operational Plan 2022-2023 Activity			Progress	Commentary
Manufacturing Industry Sector Plan 2022-2027 to increase economic capacity of the sector.	Q2	●	50%	
	Q3	●	75%	
b) Continue to deliver key initiatives in the industry sector plans through partnerships and collaborations with peak bodies, industry, business and other levels of government to grow the Redlands Coast economy.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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

Operational Plan 2022-2023 Activity			Progress	Commentary
KI6.2.1 Promote Redlands Coast as a tourism destination.			Communication, Engagement and Tourism	
a) Implement actions identified in the Redlands Coast Destination Management Plan 2022- 2024.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI6.3.1 Work with government and industry stakeholders to improve the city's digital infrastructure to support Redlands Coast's current and future business needs.			Economic Development and Investment	
a) Advocate for high speed digital connectivity in key business nodes to improve business productivity.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Provide economic input to secure funding for digital infrastructure including future stages in the rollout of the Redlands Coast Fibre Network.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI6.4 Key Initiative 4 -

Collaborate with community, industry, local businesses, and entrepreneurs to realise opportunities in the circular economy.

Operational Plan 2022-2023 Activity			Progress	Commentary
KI6.4.1 Investigate and promote opportunities in the circular economy.			Economic	Development and Investment
a) Research and explore the city's circular economy ecosystem to inform development of a circular economy framework for Council.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI6.5.1 Boost Redlands Coast investment profile through targeted proactive strategy, marketing and focused implementation.			Economic	Development and Investment
a) Finalise and implement the Redlands Coast Investment Attraction Strategy to position specific market opportunities, foster partnerships, and generate collaborative outcomes aligned to the 2032 Olympic legacy.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Market and promote investment opportunities through a range of media to target audiences.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Continue to deliver investment events in collaboration with the Queensland Government and Australian Government to connect investors with projects.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Continue to strengthen relationships with trade and investment agencies and other stakeholders to boost the Redlands Coast profile and reputation.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI6.6.1 Promote Council venues across the city with adequate infrastructure to support new and existing festivals and events			Communication, Engagement and Tourism	
a) Identify, develop and promote a catalogue of suitable event spaces at Council venues across the city with adequate infrastructure that support new and existing festivals and events.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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

Operational Plan 2022-2023 Activity			Progress	Commentary
KI6.7.1 Attract and retain key festivals and events on Redlands Coast.			Communication, Engagement and Tourism	
a) Promote Redlands Coast as an event-friendly destination, with a balanced calendar of events.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Thriving Economy - Key Activities and Highlights

Undertake planning and advocacy for the Redlands Coast 2032 Legacy.

Planning has commenced for the first Redlands Coast Legacy Working Group workshop.

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

Council developed a range of investment attraction collateral and undertook industry engagement to showcase and promote opportunities for investment in Redlands Coast.

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

Research was completed identifying investment opportunities in the healthcare sector. Council continued to engage with, and where possible, support key stakeholders to deliver key projects in the Precinct.

Redland Investment Corporation (RIC) to progress the Capalaba Town Centre Revitalisation Project.

RIC has been working with Shayher Group to assist with the preparation of the development application for the Capalaba Town Centre Master Plan.

Redland Investment Corporation (RIC) to progress the delivery of the Toondah Harbour PDA.

The adequacy review stage for the Environmental Impact Statement is still being completed, ready for submission to the Federal Government.

Redland Investment Corporation (RIC) to progress the delivery of the Weinam Creek PDA.

The relocation of all three community groups from the Meissner Street site, Redland Bay, has been completed. The last of the groups, the Redlands Sea Dragons, has successfully moved into the new facility on Moores Road Redland Bay. The Hamilton Street extension, Redland Bay, Stage 3a construction is well underway.

Implement Redlands Coast industry sector plans to support new and existing businesses in key industry sectors.

The final draft of the Manufacturing Industry Sector Plan is undergoing a further review to determine appropriateness and direction of the recommendations. A workshop with Councillors will be scheduled once the final draft Manufacturing Industry Sector Plan is finalised.

To support initiatives under the Education and Training Industry Sector Plan, continued engagement with stakeholders including the attendance and participation in the Redlands Coast Regional Jobs Committee and Brisbane South East Local Jobs and Skills Taskforce meetings have taken place. The announcement of the opening of the BUSY School Cleveland campus in Term 2 2023 is a significant outcome under the Education and Training Industry Sector Plan and aligns with the Plan actions: Work with university, TAFE and vocational sector to facilitate the

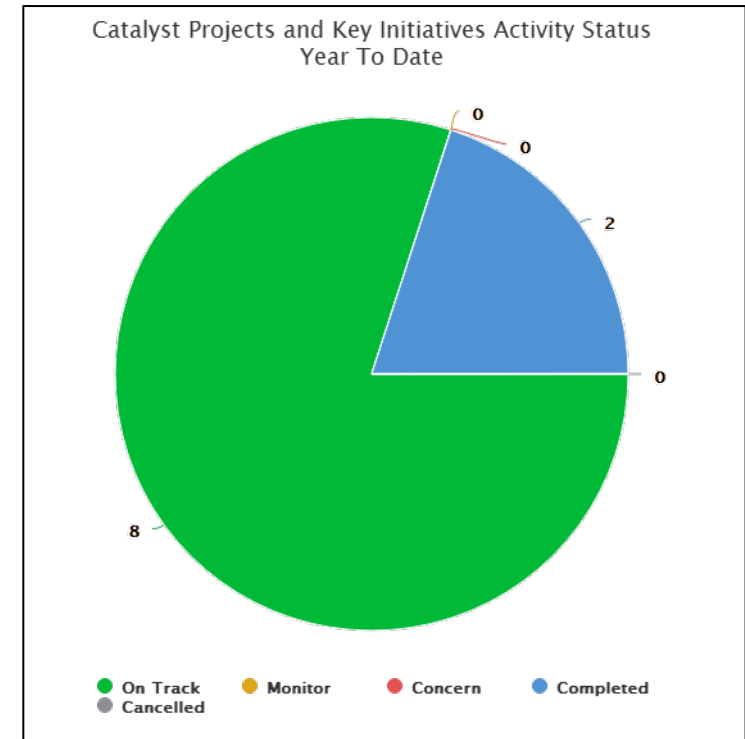
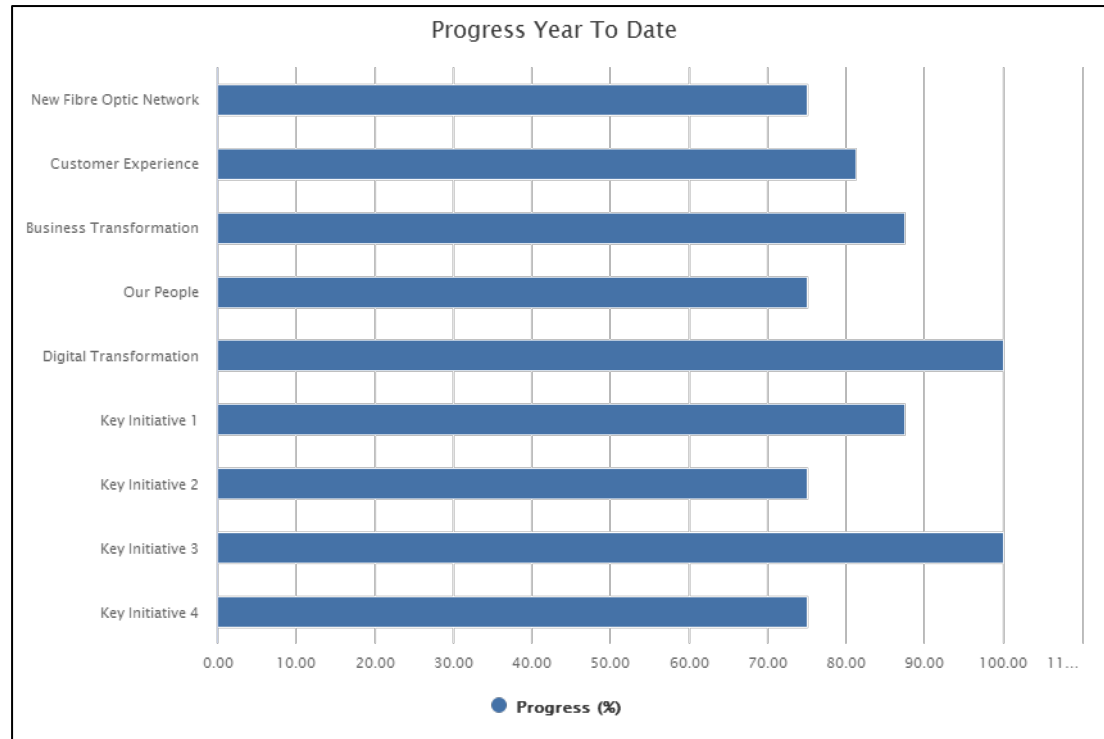
development and delivery of training and education programs for the workforce for the City's priority and emerging industries to address identified needs, and actively work with key agencies and peak bodies to identify and advocate for investment opportunities in the sector both locally and internationally.

The final report of the health care value proposition research was provided by consulting firm Econisis, and will inform future investment attraction approach in the health sector.

Undertake planning for integrated lagoon and canoe/kayak slalom facilities as part of the Birkdale Community Precinct Recreation and Adventure Sports Hub.

The Birkdale Community Precinct (BCP) Local Government Infrastructure Designation (LGID) has progressed to the notification stage. The LGID includes the integrated lagoon and canoe/kayak slalom facility as part of the BCP Master Plan. Council is working in partnership with State Government partners to develop a detailed business plan, an integrated concept design and procurement plans for the precinct.

Efficient and Effective Organisation - Catalyst Projects and Key Initiatives – Progress Year to Date



For details on Efficient and Effective Organisation Key Initiatives 1-4 refer pages 59 to 61 of this attachment.

Key Initiative KI7.3 Key Initiative 3 - Improve our value for money delivery through the upgrade of our financial management system was completed in Quarter Four of Operational Plan 2021-2022.

Efficient and Effective Organisation – Activities and Tasks – Progress Year to Date

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 2022-2023 Activity			Progress	Commentary
CP7.1.1 Continue to 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%	
b) Implement commercial arrangements with a nominated carrier to realise community benefits.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
CP7.2.1 Deliver Council's Customer Experience Strategy and engage with the Redlands Coast community to enhance our digital capabilities.			Customer and Cultural Services	
a) Lead the Customer Experience Strategy Working Group to deliver the Customer Experience Strategy Implementation Plan 2021-2024.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Review existing and emerging digital platform capabilities to identify opportunities and benefits for process automation and customer engagement.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Collate website feedback and insights to identify pain points from the customers' perspective.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Identify ways to strengthen community engagement and provide opportunities to listen and improve the customer experience.	Q1	●	25%	
	Q2	●	100%	
	Q3	●	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 2022-2023 Activity			Progress	Commentary
CP7.3.1 Commence implementation of the Business Transformation Strategy.			People, Culture and Organisational Performance	
a) Engage with internal stakeholders to develop an implementation plan which prioritises key actions, and supports effective change management.	Q1	●	80%	
	Q2	●	100%	
	Q3	●	100%	
b) Commence implementation of year one transformation priorities.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
CP7.4.1 Continue to promote Council as a career choice and enhance employee experience.			People, Culture and Organisational Performance	
a) Enhance employee attraction through dedicated employer branding and promotion of Council's employee value proposition.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Enhance the employee tangible value proposition.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

CP7.4.2 Embed Council's organisational values.			People, Culture and Organisational Performance	
a) Design and implement programs that are built and supported on organisational values re-enforcing the values' intent and message.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Commence implementation of Council's Diversity and Inclusion Plan.	Q1	●	25%	
	Q2	●	25%	This task is currently paused while resourcing commitments are constrained due to a position vacancy. Diversity and inclusion activities

				continue to progress, training was provided to Council s Organisational Leadership Group by external Diversity and Inclusion expert Laura Clemesha on developing Inclusive Leadership. Council continued to support significant diversity days, including an increased quality focus on International Women's Day.
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
CP7.5.1 Continue to develop an Information Management Strategy for Council.			Corporate Services	
a) Create a governance model and schedule of work to support the Information Management Strategy.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	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 2022-2023 Activity			Progress	Commentary
KI7.1.1 Review Council's services.			People, Culture and Organisational Performance	
a) Undertake analysis to determine service transformation priorities and requirements.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	100%	
b) Design and implement service transformation projects.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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 2022-2023 Activity			Progress	Commentary
KI7.2.1 Continue to build on improved asset management.			Advocacy, Major Projects and Economic Development	
a) Embed asset management data governance.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Prioritise and develop asset management training programs.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Continue to embed a Maintenance Management Strategy and support operational maintenance improvements.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

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

Operational Plan 2022-2023 Activity			Progress	Commentary
Improve our value for money delivery through the upgrade of our financial management system.			Corporate Services	
KI7.3 Key Initiative was completed in Quarter Four of Operational Plan 2021-2022. Improvements to value for money were achieved with the upgrade of Council's financial management system implemented during 2021-2022 with this key initiative now complete.	Q1	●	100%	
	Q2	●	100%	
	Q3	●	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 2022-2023 Activity			Progress	Commentary
KI7.4.1 Advance Council's strategic procurement and contracting model.			General Counsel	
a) Implement the Strategic Procurement Program and centre-led contracting model.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue to integrate centralised procurement systems within Council, including the use of analytical dashboards and contract management systems.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Maintain a positive trend in local spend and local benefits from Council’s procurement practices.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Efficient and Effective Organisation - Key Activities and Highlights

Commence implementation of the Business Transformation Strategy.

Internal stakeholders have been engaged to communicate the Business Transformation Strategy and supporting implementation plan. Work has commenced to implement the first year priorities.

Review Council's services.

Service transformation requirements and priorities were presented to Council's Executive Leadership Team.

Embed Council's organisational values.

Council's internal Diversity and Inclusion Plan was developed and published on the intranet. A resources section and learning and development section have been added to help employees with extra diversity and inclusion support. An internal International Women's Day event was held on 8 March 2023 which attracted 170 employees.

Continue to promote Council as a career choice and enhance employee experience.

Council enhanced the tangible Employee Value Proposition through the introduction of the Employee Appreciation Day on 3 March through the promotion of eCard recognition on Council's ForU recognition platform for employees.

Continue to develop an Information Management Strategy for Council.

The Information Management Strategy has been developed and adopted and is currently being implemented.

Continue to progress the Redlands Coast Fibre Optic Network.

Commercial arrangements to progress the network are being finalised.

Advance Council's strategic procurement and contracting model.

Council continues to make progress in implementing best practice strategic procurement processes with the utilisation of Council's new contract management system and sourcing platform. Council continued to see a positive trend and usage of local suppliers in the Redland City local government area.