

Operational Plan 2022-2023
Year End Summary
and
Performance Report
Q4 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.

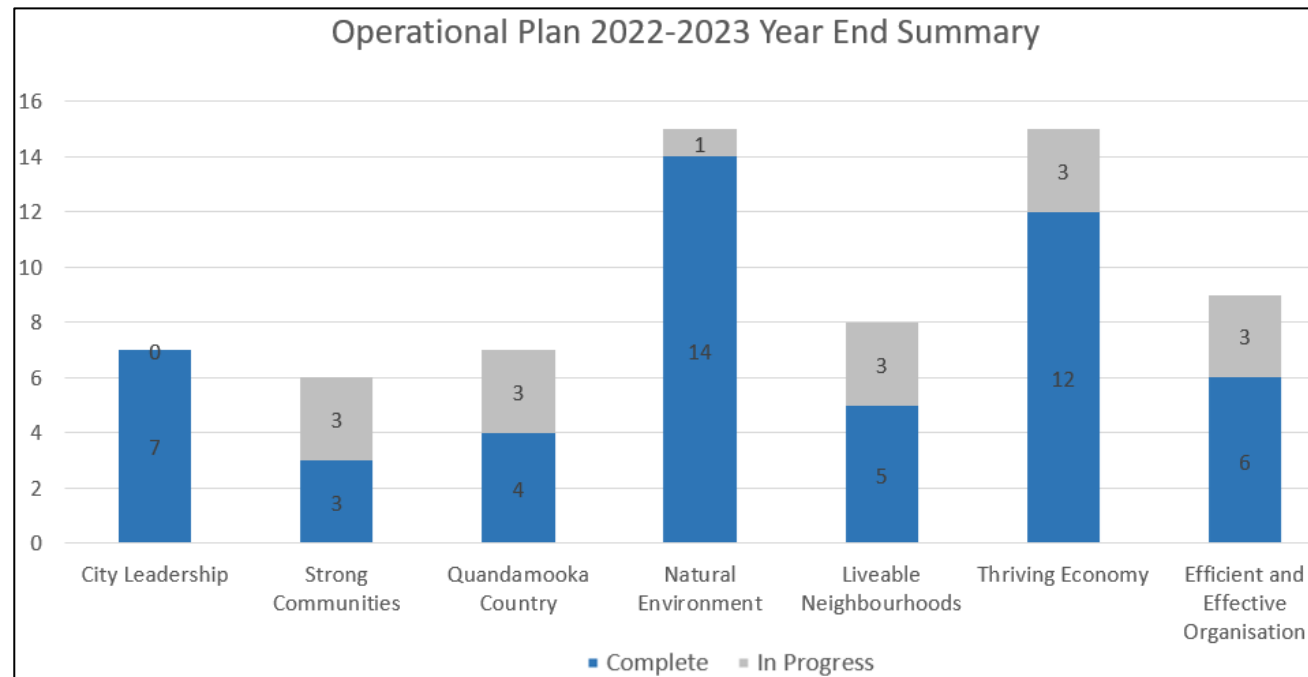
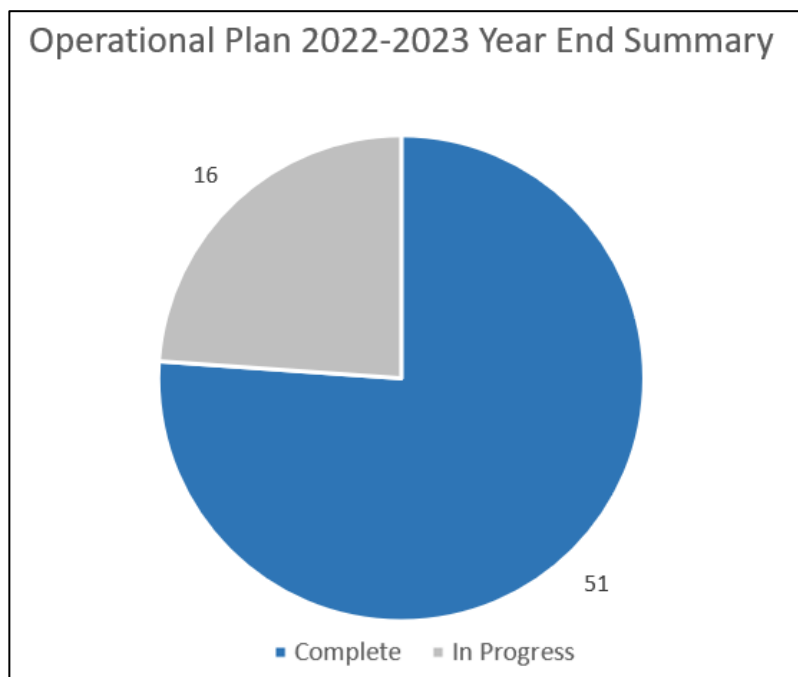
The *Local Government Regulation 2012* requires the Chief Executive Officer to present a written assessment of Council’s progress towards implementing the annual operational plan at meetings of Council, at least quarterly.

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 Year End Summary



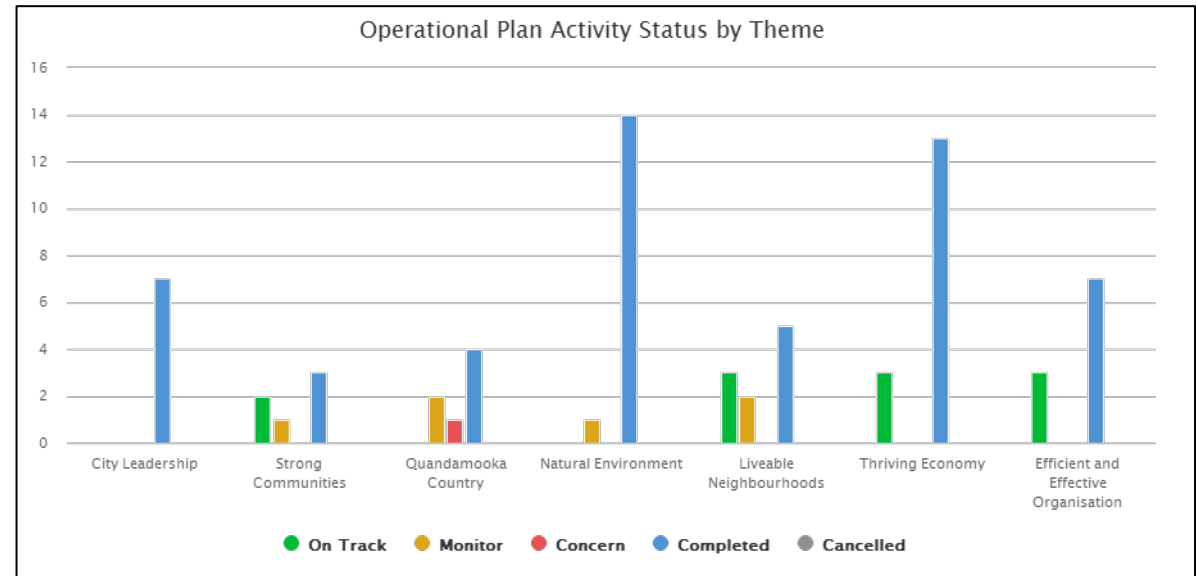
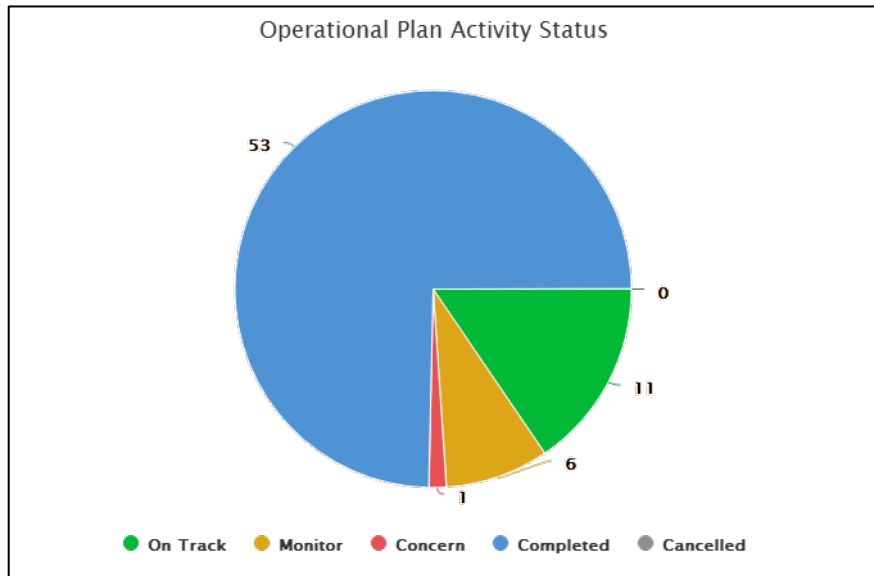
The Operational Plan 2022-2023 is Council's second annual plan to implement our corporate plan Our Future Redlands – A Corporate Plan to 2026 and Beyond.

In 2022-2023, Council completed 51 of 67 significant activities planned for the year and finalised two catalyst projects. Council finalised one catalyst project and one key initiative in 2021-2022 and now has 63 remaining Corporate Plan catalyst projects and key initiatives to be implemented over the term of the Corporate Plan.

Catalyst projects finalised in 2022-2023 are CP4.4 Minjerribah Panaroma Coastal Walk and CP5.3 Marine Public Transport Facility Program.

Council will progress the remaining 16 of 67 significant activities from the Operational Plan 2022-2023. The majority of these activities are on track for completion in 2023-2024. Progress of the remaining activities will be monitored for key challenges impacting delivery such as external stakeholder approvals and funding decisions.

Operational Plan 2022-2023 Activity Quarter Four Progress

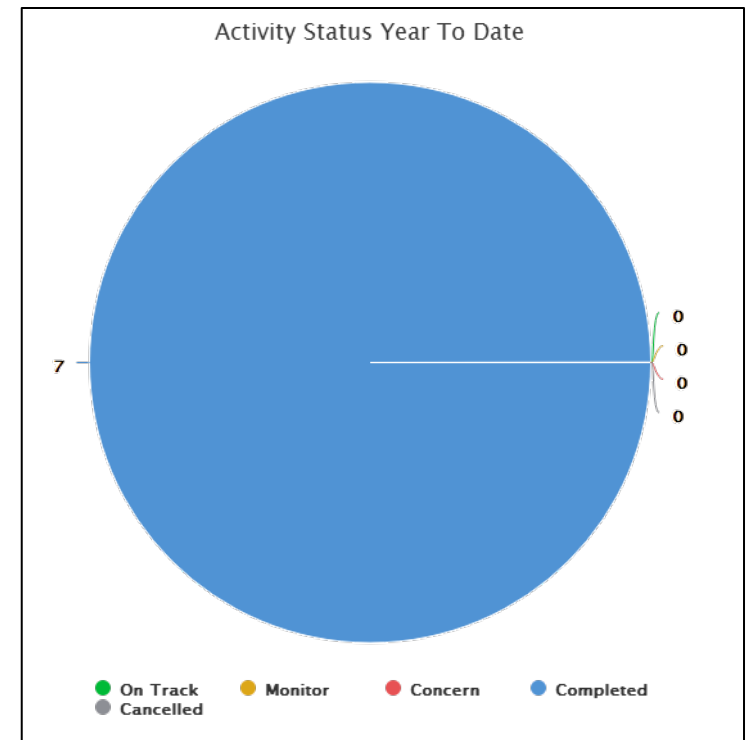
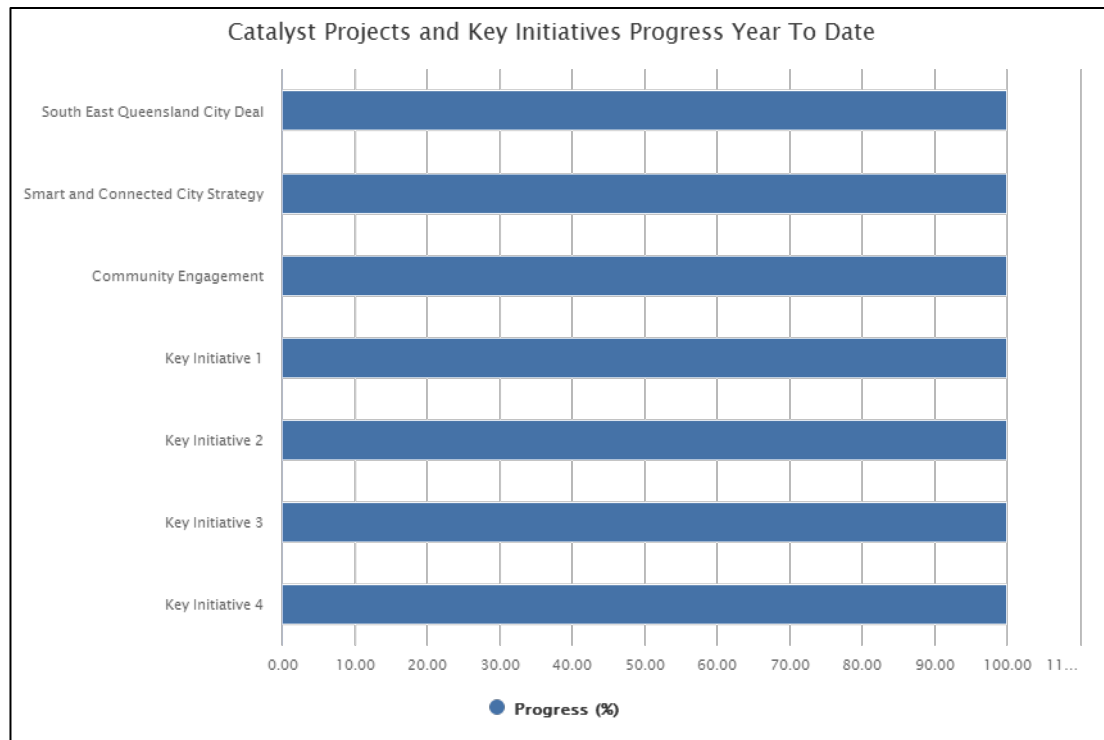


Operational Plan 2022-2023 Activity Quarter Four Progress - Organisational Performance

Key Accountable	In Progress	Complete	Total Number of Activities
Advocacy, Major Projects and Economic Development	6	17	23
Office of the Chief Executive Officer	1	3	4
Community and Customer Services	4	13	17
Infrastructure and Operations	3	8	11
Organisational Services	4	12	16
Total	18	53	71

Lead	In Progress	Complete	Total Number of Activities
Economic Development and Investment	0	12	12
Advocacy, Major Projects and Economic Development	6	5	11
Communities	0	1	1
People, Culture and Organisational Performance	1	3	4
City Planning and Assessment	3	1	4
Customer and Cultural Services	0	2	2
Environment and Regulation	1	9	10
City Assets	3	8	11
Communication, Engagement and Tourism	0	7	7
Corporate Governance	3	2	5
Corporate Services	1	2	3
General Counsel	0	1	1
Total	18	53	71

City Leadership Quarter Four Progress



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

City Leadership – Activities and Tasks – Quarter Four Progress

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%	
	Q4	●		100%	
b) Promote collaborative economic outcomes through participation in local government working groups.	Q1	●		25%	
	Q2	●		50%	
	Q3	●		75%	
	Q4	●		100%	

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

Operational Plan 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%	
	Q4	●		100%	
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%	
	Q4	●		100%	

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

Operational Plan 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%	
	Q4	●	100%	

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

Operational Plan 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%	
	Q4	●	100%	

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%	
	Q4	●	100%	

Key Initiative KI1.3 Key Initiative 3 -





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

Operational Plan 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%	
	Q4	●	100%	
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%	
	Q4	●	100%	

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

Operational Plan 2022-2023 Activity			Progress	Commentary
				Government to clarify this change so the project can then recommence.
	Q2	●	40%	The scope of works has been developed and 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%	
	Q4	●	100%	
b) Engage with potential advocacy partners to establish an island-specific advocacy group.	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.
	Q3	●	75%	
	Q4	●	100%	

Operational Plan 2022-2023 Activity			Progress	Commentary
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.	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		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 LGAQ to seek clarity so that the project can recommence.
	Q3		75%	
	Q4		100%	

City Leadership - Key Activities and Highlights

Deliver improved ways of communicating with the Redlands Coast community.

Council's social media channels have grown by 1,012 followers this quarter, up 5.2% from the previous quarter, bringing our total audience to 55,708. Facebook has seen the most significant growth, with 612 new followers, up by 8.3%. Council's optimised media release strategy has resulted in more than 100 posts, 193,167 impressions, 14,786 engagements, 2,018 post link clicks and has seen a 2.7% drop in traffic to the news site via social media. The Redlands Coast newsletter database has grown by 107 subscribers, with an average open rate of 54%.

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

The Internal Islands Working Group (IAWG) met in May 2023 to discuss the latest dataset released by the Australian Bureau of Statistics in relation to socio-economic indexes for areas. These results were analysed and used in advocacy activities over the last quarter which included sharing the challenges of the Southern Moreton Bay Islands at the National General Assembly Regional Forum in June, and advocacy letters sent to local, state and federal ministers to oppose the recent changes to regional eligibility that apply to federal regional grants programs. One of these letters inspired advocacy from a Local Member of Parliament, along with 24 other local business leaders to jointly write to the Minister for Infrastructure, Transport, Regional Development and Local Government for the reconsideration of federal funding cuts and amendment of the Growing Regions Fund guidelines to extend eligibility to the Southern Moreton Bay Islands.

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

Development of an advocacy process has continued through consultation with officers and Council's elected representatives.

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

Council has focused its smart city efforts on improving the customer experience through delivery of its Customer Experience, Digital Transformation and Information Management strategies.

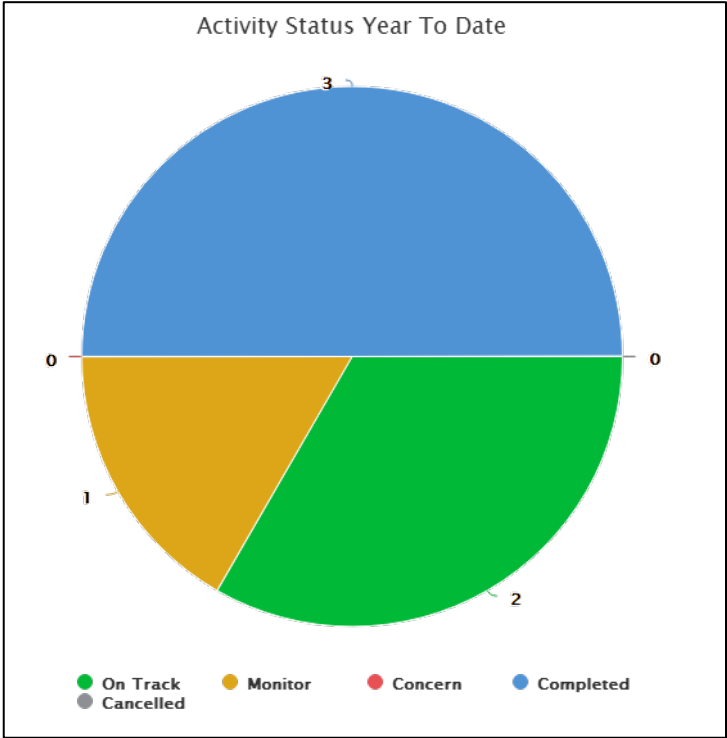
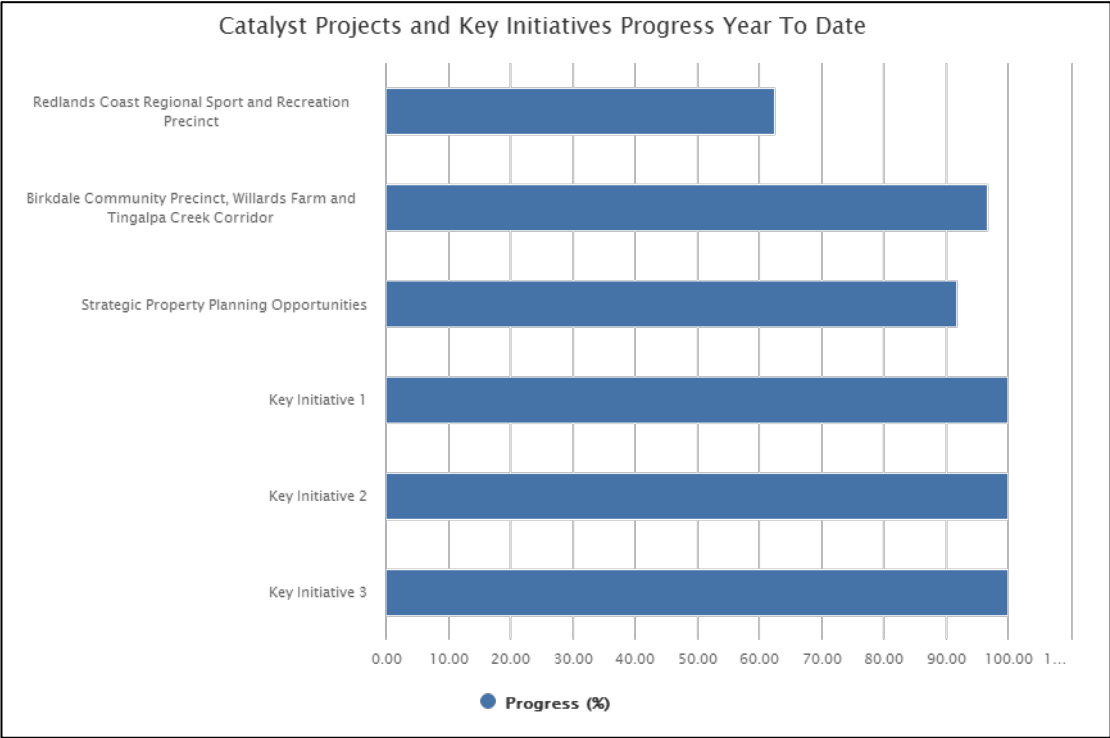
Deliver improved ways of engaging with the Redlands Coast community.

Council reviewed the community engagement platform 'Your Say' and compared the platform's functionality and usability with other systems. The decision was made to continue to utilise Council's current 'Your Say' engagement platform system.

Build on Council's capacity to deliver meaningful engagement.

Information and training sessions were conducted with internal stakeholders to build awareness of best practice community engagement processes and incorporate meaningful engagement into project planning where applicable.

Strong Communities Quarter Four Progress








For details on Strong Communities Key Initiatives 1-3 refer pages 18 to 20 of this attachment.

Strong Communities – Activities and Tasks – Quarter Four Progress

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 project under the Australian Government's Environment Protection and Biodiversity Conservation (EPBC) Act and forms part of the assessment process.
	Q4		65%	Council is progressing its response to a request for additional information from the Federal Government. This relates to Council's referral of the project under the Federal 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

Operational Plan 2022-2023 Activity			Progress	Commentary
				prioritised into future 10-year CAPEX asset management planning.
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.	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.
	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.
	Q4	●	60%	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%		
	Q4	●	100%		
b) Progress statutory planning pathways for the Birkdale Community Precinct.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		
	Q4	●	95%	Consultation on the Local Government Infrastructure Designation (LGID) for the Birkdale Community Precinct (BCP) closed on 22 May 2023. Awaiting final comments/advice from State Development, Infrastructure, Local Government and Planning to complete the report to Council.	
c) Develop an activation framework that guides community partnerships and stakeholder involvement across the Birkdale Community Precinct.	Q1	●	25%		
	Q2	●	95%		
	Q3	●	95%		
	Q4	●	95%	The activation framework has been developed and will be implemented when access to the site is safe and available.	














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%		
	Q4	●	75%	Implementation of the investment process for major property acquisitions has been delayed. The proposed process is still undergoing internal consultation and feedback. Finalisation and implementation is anticipated for 2023-2024.	
b) Deliver property solutions to meet service delivery needs where identified as key priorities for Council.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		
	Q4	●	100%		
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.	
	Q4	●	100%		









Key Initiative KI2.1 Key Initiative 1 -

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

Operational Plan 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.
	Q4		100%	
b) Continue to implement the Redlands Coast Age-friendly Action Plan 2021-2026.	Q1		25%	
	Q2		50%	
	Q3		76%	
	Q4		100%	
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 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

Operational Plan 2022-2023 Activity			Progress	Commentary
				services delivering enhancing student wellbeing, and to inform the development of the Youth Action Plan.
	Q4		100%	
d) Deliver capacity building workshops to not-for-profit community groups to enhance their organisational sustainability.	Q1		25%	
	Q2		50%	
	Q3		100%	
	Q4		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%	
	Q4		100%	
f) Undertake planning and activities to enhance community perceptions of safety and local responses.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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

Operational Plan 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%	
	Q4		100%	
b) Investigate and scope the development of appropriate strategic planning instruments for libraries, arts, culture and heritage, to support the delivery of the Corporate Plan.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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%	
	Q4	●	100%	

Key Initiative KI2.3 Key Initiative 3 -

Advocate for lifelong learning and capacity building opportunities to enable social, cultural and economic participation and enhance productivity.

Operational Plan 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%	
	Q4	●	100%	
b) Continue to support education and training initiatives for island residents.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
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%	
	Q4	●	100%	
d) Continue to support delivery of the Redlands Health and Wellness Precinct Master Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
e) Continue to explore opportunities to partner with international institutes.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

Strong Communities - Key Activities and Highlights

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

Council's Temporary Security Camera Program was established, which included the temporary deployment of 18 security cameras in six locations across Redlands Coast.

Council provided financial support to 14 community organisations through Activate Youth Week and Seniors Month funding programs aimed at reducing isolation and disconnection from community through free and low cost activities delivered by community organisations.

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, with the public notification period undertaken from 21 April to 23 May 2023. An LGID consultation report and implementation plan will be brought to Council for consideration in 2023-2024.

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

Council is progressing through an assessment process to support commencement of the Redlands Coast Sport and Recreational Precinct, and remains committed to delivering quality facilities. The Federal 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). Preparation and review of additional information required as part of the assessment process is delaying the project schedule.

Continue to generate enhanced community outcomes through strategic alignment and transitioning of Council's property portfolio.

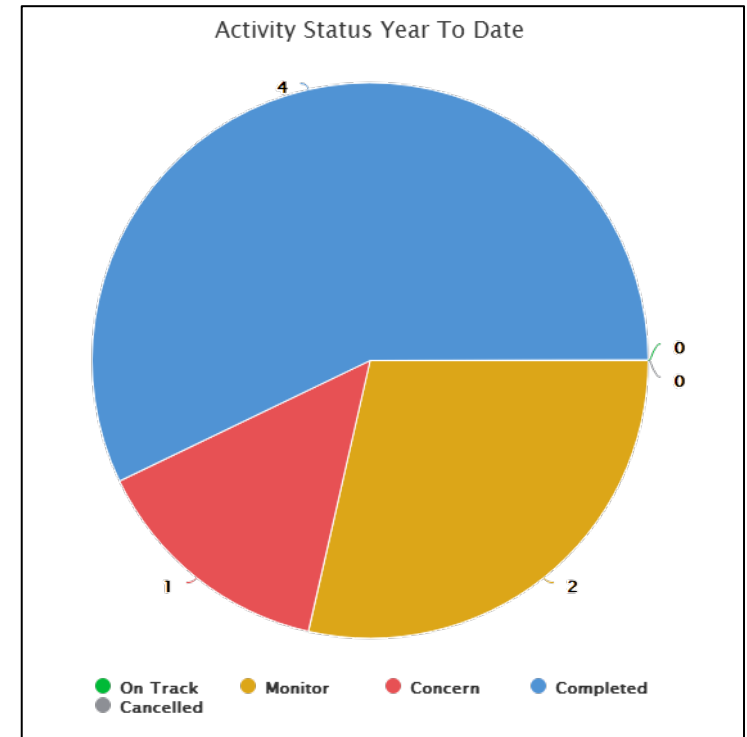
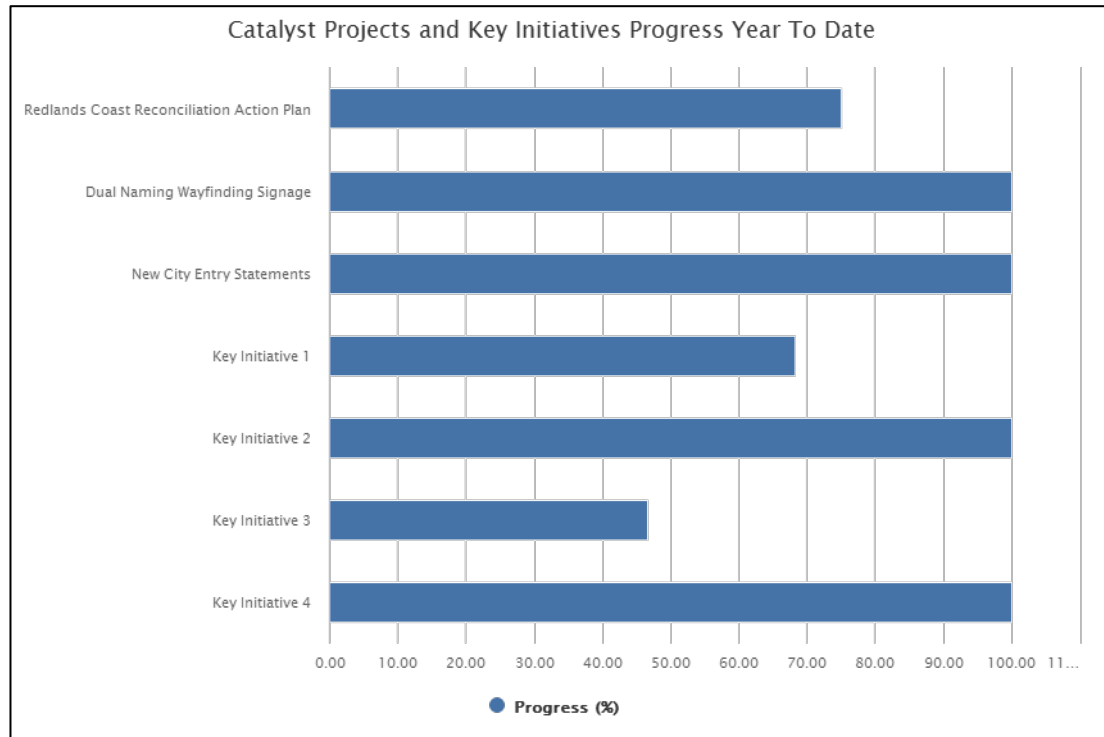
Implementation of the investment process for major property acquisitions has been delayed. The proposed process is undergoing internal consultation and feedback. Finalisation and implementation is anticipated for 2023-2024.

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

Council's Cultural Policy dated 10 June 2020 was reviewed by Council through a series of internal engagement workshops throughout early 2023. The findings were used to develop a draft Creative Arts Service Strategic Service Plan to guide the next five years of service delivery, articulate the approach to developing and delivering services and set measurable goals to ensure success.

The Library Services Strategic Plan 2023-2028 was approved by Council resolution on 19 April 2023. Library Services has commenced development of a draft Library Network Plan to guide future investment in library assets.





Quandamooka Country - Catalyst Projects and Key Initiatives – Quarter Four Progress







For details on Quandamooka Country Key Initiatives 1-4 refer pages 25 to 30 of this attachment.

Quandamooka Country – Activities and Tasks – Quarter Four Progress





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.
	Q4		75%	External RAP meeting will occur each quarter with external stakeholders. RAP Launch 2024. Once commitments have been accepted an internal group will be selected to deliver on the RAP commitments.









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.
	Q2		60%	
	Q3		75%	
	Q4		100%	

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%	
	Q4		100%	





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

Operational Plan 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 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.
	Q4		65%	In 2022-2023 QYAC responded to one meeting request, the Capital Works Forum. There has been no response to meet with the Land and Sea, Consultative Committee meetings.
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%	
	Q4		90%	The progress of ILUA activities is reported quarterly to Council's Executive Leadership Team, this is ongoing.

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.
	Q4		50%	Despite our continuing attempts to connect and communicate with QYAC, the only meeting that is occurring is the Capital Works Forums.



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%	
	Q3		68%	
	Q4		100%	



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%	
	Q4		100%	

Key Initiative KI3.3 Key Initiative 3 -

Work with the Quandamooka People to promote respect and understanding of Quandamooka culture and Native Title within the Redlands Coast community.

Operational Plan 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.

a) Progress Council's response to the Native Title claim and interests in accordance with the Federal Court Rules and Model Litigant Principles.	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 Court Rules and Model Litigant Principles.
	Q4	●	40%	A Notice contesting a consent to determination was filed on 30 June 2023. The Federal Court will set a timetable to progress towards a hearing.
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.

b) Identify Council's Works and Public Interests and associated community use and tenures within Native Title Claim areas.	Q3		60%	<p>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.</p> <p>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 parcels have extinguished native title (as opposed to just those that are a PEPA).</p> <p>Research has also been undertaken to identify community interests on contentious parcels which include leases to various clubs.</p>
	Q4		100%	

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.
	Q4	●	0%	There is no ILUA at present due to no determination over the Main Land Native Title Claim.

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%	
	Q4	●	100%	
b) Progress 03/21 – Major Amendment – Minjerribah (Site specific land uses).	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
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%	
	Q4	●	100%	

Quandamooka Country - Key Activities and Highlights

Establish new reconciliation action plans.

The initial external Reconciliation Action Plan meeting was held on 21 February 2023 followed by a second meeting in May 2023. The Innovated RAP is scheduled for completion in 2023-2024.

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

Notice contesting a consent to determination was filed on 30 June 2023. The Federal Court will set a timetable to progress towards a hearing.

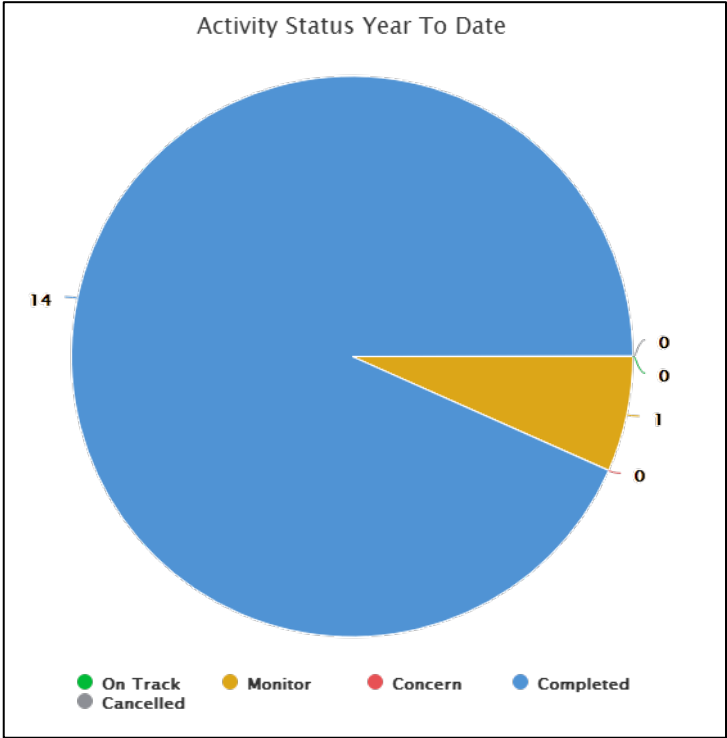
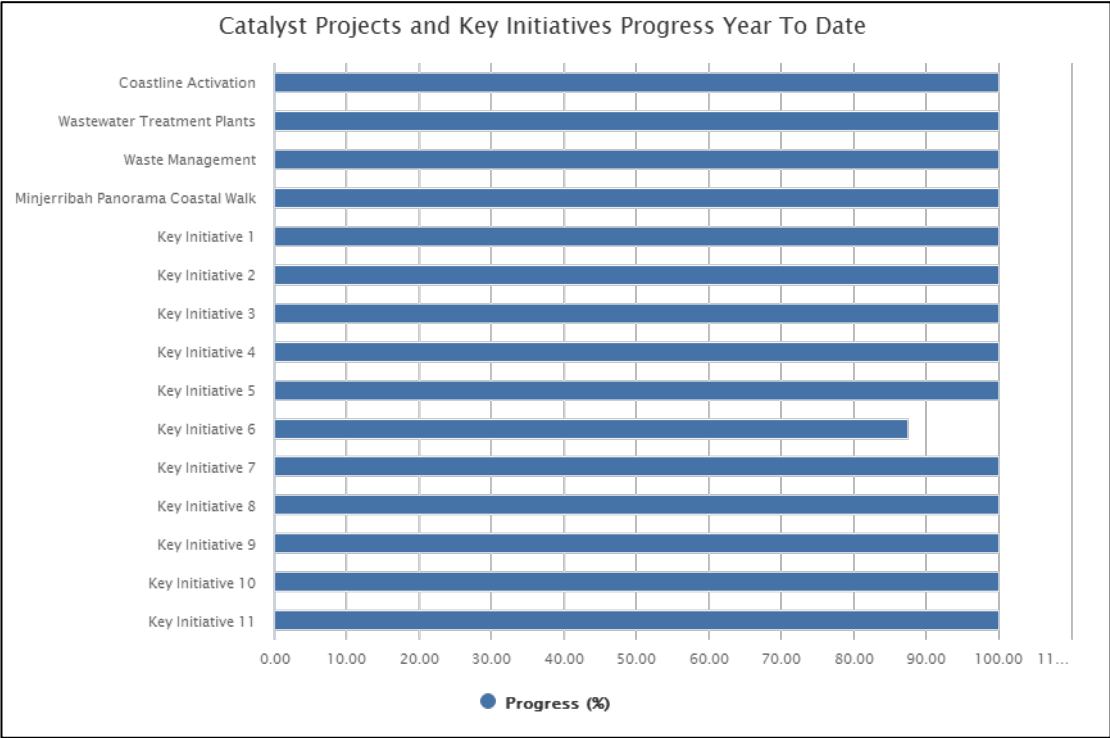
Implement culturally appropriate protocols and promote traditional knowledge.

Indigenous information sessions have been booked each month in 2022-2023. The Matt Burns Quandamooka day and Elders Cultural training will recommence later in 2023.

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

Capital works meeting will be held between Redland City Council and Quandamooka Yoolooburrabee Aboriginal Corporation in August 2023.





Natural Environment - Catalyst Projects and Key Initiatives – Quarter Four Progress











For details on Natural Environment Key Initiatives 1-11 refer pages 35 to 42 of this attachment.

Natural Environment – Activities and Tasks – Quarter Four Progress

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.
	Q4		100%	

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

Operational Plan 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%	
	Q4		100%	
b) Refine the Strategy as upgrade plans are progressed at treatment plants.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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 Working Group to develop a roadmap and implementation plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
b) Implement agreed actions in Council's Plan to move towards a zero waste future.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

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

Operational Plan 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%	
	Q4	●	100%	

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

Operational Plan 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%	
	Q4	●	100%	
b) Deliver the Redlands Coast Flying-Fox Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
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%	
	Q4	●	100%	

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

Operational Plan 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%	
	Q4	●	100%	
b) Continue to support the creation of a connected, high quality network of koala habitats capable of supporting a long term, viable and sustainable population of koalas.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

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

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%	
	Q4	●	100%	
b) Continue to deliver community education events.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

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

















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

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

Operational Plan 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%	
	Q4	●	100%	
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%	

Operational Plan 2022-2023 Activity			Progress	Commentary
	Q4		100%	
c) Undertake concept development and design of living shorelines pilot projects.	Q1		45%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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

Operational Plan 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%	
	Q4		100%	
b) Provide status updates to the Sub-Regional Steering Committee and the Councillors.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Present a business case once the tender evaluation process is finalised.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		75%	A business case is under development pending funding.
d) Continue to seek external funding to support the business case.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		75%	Funding application submitted and awaiting further advice.

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%	
	Q4	●	100%	
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%	
	Q4	●	100%	

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

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

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

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

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

Operational Plan 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%	
	Q4	●	100%	
b) Participate in relevant partnerships and networks that foster catchment management and improved water quality.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
c) Monitor catchment and recreation water quality.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
d) Respond to and investigate customer service requests for erosion and sediment control matters.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
e) Monitor compliance with development approvals for sediment and erosion control matters.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

Key Initiative KI4.11 Key Initiative 11 -

Partner with industry leaders to investigate alternative sources of energy that provide environmental, community and economic benefits.

Operational Plan 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%	
	Q4	●	100%	
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%	
	Q4	●	100%	
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%	
	Q4	●	100%	

Natural Environment - Key Activities and Highlights

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

Practical completion of the Minjerribah Panorama Coastal Walk has been achieved. The final finishing works are being undertaken such as laying turf and the facility being open to the community. The completion of the final stage of the project builds on the scenic walkway between Snapper Street and Frenchman's Stairs that was completed in December 2021 as part of an earlier stage.

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 data. Annual monitoring has been completed for on-ground works including the smart signage to help inform future responses to the threat of cars on koalas. Preliminary reporting confirms Council's existing program is effective.

The partnership with Australian National University, IndigiScapes Native Nursery and Bushcare to develop a program of propagating seeds from favoured koala food trees to increase the nutritional carrying capacity of koala habitat at select sites across Redlands Coast is underway.

Griffith University research team completed the annual evaluation of the Koala Awareness Campaign and installed Variable Message Signs (smart signs). The final data is being analysed.

Council hosted a koala walk and breakfast in the Thornlands Koala Safe Neighbourhood with the University of the Sunshine Coast. Council's team demonstrated the detection dog VHF tracking to find local ambassador koala 'Blake'. Over 70 people attended and the event received positive feedback.

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.

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

The Flying-Fox Conflict and Mitigation and Resident Assistance Package for Lotus Close Wetland has engaged with the community through resident surveys and interviews. Flying fox colonies are continuing to be monitored regularly and investigated where new ones are suspected to be forming.

Council's Environmental Partnerships continue to target properties identified as in or supporting priority areas in the Wildlife Connections Action Plan. Partnership activities included weed removal, vegetation planting (12,829 plants), and removal of barriers (including barbed wire removal and installation of koala poles/movement devices) to allow fauna movement through properties. Initial pre planning works were completed on a conservation land acquisition model.

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

Work continued on the procurement, site preparation and governance activities for this project.

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

Council supported data requests for the SEQ waste portfolio plan and associated funding requests and also supported a regional recycling education campaign “Let's get it sorted”. Council developed education and a behaviour change plan, and progressed research and data for advancing the development of organics options.

Implement the Coastal Hazards Adaptation Strategy across Redlands Coast.

Council continues to be guided by the Coastal Hazard Adaptation Strategy and implement its recommendations. The planned coastal monitoring program has been delivered including the annual foreshore survey program of erosion hot spots, the initial installation of coast snap photo monitoring points. The design and approvals of living shoreline pilot sites has also been progressed with the design consultant finalising documentation and lodging the relevant applications in late June 2023.

Implement waterway catchment management programs.

36 recreational water quality monitoring samples were taken across Redlands Coast for the April-June 2023 winter period, with 201 samples taken for the 2022-2023 financial year. Council proactively tested 13 designated recreational swimming areas across the Redlands Coast mainland, Southern Moreton Bay Islands and North Stradbroke Island/Minjerribah, to ensure safe recreational water quality levels for public health.

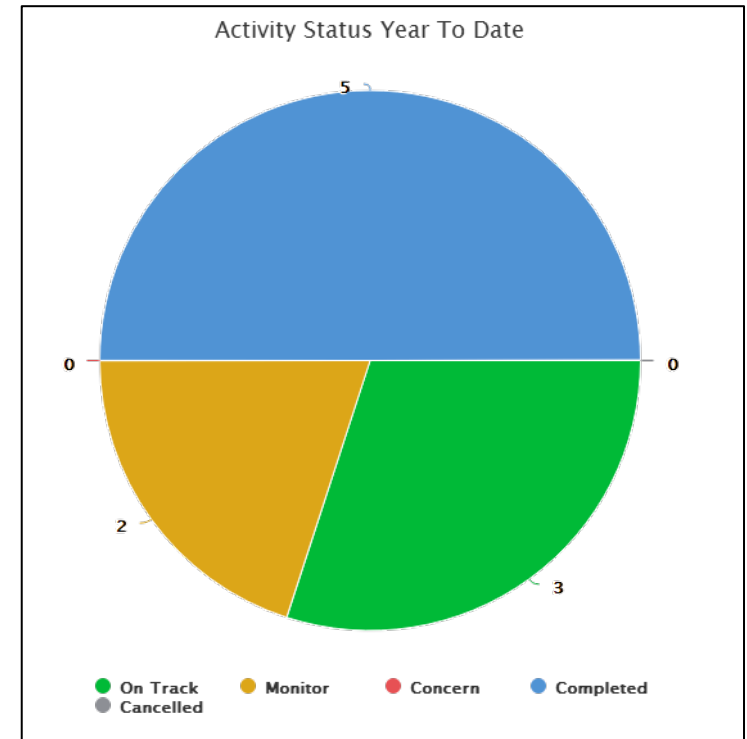
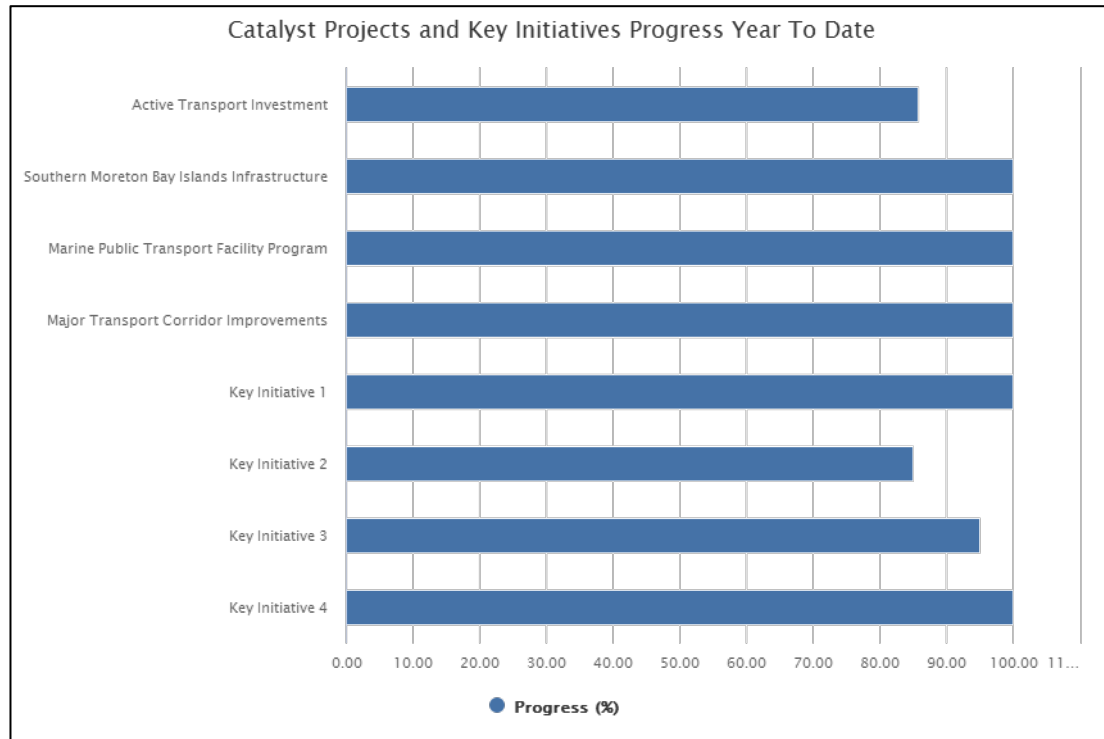
To monitor erosion and sediment control across Redlands Coast, Council proactively conducted 81 proactive inspections at 35 planned development sites during quarter four 2022-2023, and responded to five requests from the community in relation to potential erosion and sediment concerns. Of those, four have been completed and one remains ongoing.

Deliver the Redlands Coast Biosecurity Plan 2018-2023.

With the close of this quarter, implementation of the Biosecurity Surveillance Program 2019-2023 was completed. Activities in the final quarter focused on mapping and strengthening relationships with key landholders of large properties for biosecurity purposes.

To monitor and promote biosecurity compliance, Council also inspected 215 properties, issued eight property reports, distributed 66 fact sheets, issued 23 General Biosecurity Obligation notices, seized two prohibited matters, seized eight restricted matters and entered one property to conduct remedial works. Council maintained the kudzu program in the primary population with the intention to manage the outliers come summer. Council promoted awareness of the invasive Cat's Claw Creeper through the Redlands Coast magazine.

Liveable Neighbourhoods - Catalyst Projects and Key Initiatives – Quarter Four Progress



For details on Liveable Neighbourhoods Key Initiatives 1-4 refer pages 49 to 52 of this attachment.

Liveable Neighbourhoods – Activities and Tasks – Quarter Four Progress

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%	
	Q4	●	95%	A draft plan for cycling and pedestrian paths in Redlands Coast has been developed and the consultation processes is being progressed.
b) Commence planning the Northern Greenway Transport Corridor and commence funding discussions with the Queensland Government.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
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.

Operational Plan 2022-2023 Activity			Progress	Commentary
	Q3	●	30%	A further grant submission has been made this quarter to commence planning for the 2023/24 financial year.
	Q4	●	30%	Council is awaiting a decision by Department of Transport and Main Roads on a grant submission. Planning will commence, should funding become available.
b) Liaise with the Queensland Government on walking and cycle network planning and identify external grant opportunities.	Q1	●	25%	
	Q2	●	75%	
	Q3	●	85%	
	Q4	●	100%	
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%	
	Q4	●	95%	The South East Queensland City Deal is a trilateral partnership between the Federal Government, State Government and the Council of Mayors (SEQ). Council continued to await release of the implementation plan that is set to deliver \$1.8 billion worth of projects to support one of the fastest growing regions in the country.

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%	
	Q4	●	100%	

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

Operational Plan 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%	
	Q4	●	100%	
b) Continue to monitor project progression including expenditure of the overall project.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

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

Operational Plan 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%	
	Q4	●	100%	

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%	
	Q4	●	100%	
b) Focus investment attraction activities to profile Redlands Coast city centres to leverage the major projects pipeline.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

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

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%	
	Q4	●	100%	

Operational Plan 2022-2023 Activity			Progress	Commentary
b) Continue to progress a statutory review of the Local Government Infrastructure Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
c) Complete statutory public consultation on proposed changes to the planning provisions for the city's canal and lakeside estates as part of 02/20 – Major Amendment – General.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	75%	Delays in receiving advice from the Planning Minister that the State interest review process has been completed and Council may proceed to public consultation with or without conditions.
d) Progress 02/21 - Major Amendment - Southern Thornlands Potential Future Growth Area.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	75%	The Department of State Government, Infrastructure, Local Government and Planning has placed the amendment on hold pending its finalisation of the Redlands Housing Supply and Diversity Strategy and the Shaping South East Queensland Regional Plan Review.

e) Finalise 05/19 – Major Amendment – South West Victoria Point Local Plan.	Q1	●	25%	
	Q2	●	75%	
	Q3	●	75%	
	Q4	●	75%	Council submitted the draft South West Victoria Point Local Plan to the State Government in November 2019 for State Interest Review and approval to proceed to public consultation. Final State Government approvals to proceed to public consultation were received in August 2022. During this time the Planning and Environment Court approved settlements supporting development over the majority of the South West Victoria Point Local Plan area. In light of a large number of court approvals during this period, the proposed amendment will not progress to public consultation and the South West Victoria Point Local Plan is expected to be incorporated into its City Plan as part of the City Plan review process due for completion by 2028.

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%	
	Q4	●	100%	

Operational Plan 2022-2023 Activity			Progress	Commentary
b) Commence 03/19 – Major Amendment – Heritage, with a supporting incentives package for affected landowners.	Q1	●	100%	
	Q2	●	100%	
	Q3	●	100%	
	Q4	●	100%	
c) Finalise 01/21 – Major Amendment – Environmental.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	85%	Public consultation on the Major Amendment commenced in May 2023 following delays in receiving the relevant approval from the Planning Minister.

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%	
	Q4	●	100%	
b) Advance the detailed design for the Northern Greenway Transport Corridor.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
c) Commence preparation of the Capalaba District Local Area Transport Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
d) Commence preparation of the Cleveland Centre Local Area Transport Plan.	Q1	●	25%	
	Q2	●	60%	
	Q3	●	75%	
	Q4	●	100%	

Liveable Neighbourhoods - Key Activities and Highlights

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

The first phase of this work involves a review of existing plans and strategies which has progressed. The next stages of the project will involve addressing information gaps and undertaking community stakeholder consultation which is planned for 2023-2024.

Build strategic partnerships to maximise potential investment in city centres.

Council engaged with businesses, corporate stakeholders and property owners in preparation for Stage 1 of the Cleveland Revitalisation Project. Council identified and engaged with potential stakeholders for investment in innovation and education centre development.

Progress planning for walking and cycle networks in Redlands Coast.

Council continues to advocate for improved walking and riding facilities in Redland City, including through its advice on planning for the Moreton Bay Cycleway, Principal Cycle Network and other transport planning projects being undertaken by the Department of Transport and Main Roads and Economic Development Queensland. It also actively pursues State and Federal Government co-funding opportunities to enhance the network, on an ongoing basis.

Continue to work with the State and Federal Governments to progress the City Deal.

The South East Queensland City Deal is a trilateral partnership between the Federal Government, State Government and the Council of Mayors (SEQ). Council continued to await release of the implementation plan that is set to deliver \$1.8 billion worth of projects to support one of the fastest growing regions in the country.

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

Practical completion of the SMBI jetty upgrades is on track for end July 2023.

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

Council has significantly progressed work on the active travel network plan. Work has finished on developing the draft network plan for cycling and pedestrian paths. Planning on the development of a Northern Greenway Transport corridor with State Government is ongoing.

Deliver the Redlands Coast Transport Strategy 2041.

Consultancy for the Redlands Coast Active Transport Strategy was completed. Consultants were engaged to commence technical work for the Capalaba-Birkdale Local Area Transport Plan. Substantial progress was made with drafting the Cleveland Centre Local Area Transport Plan.

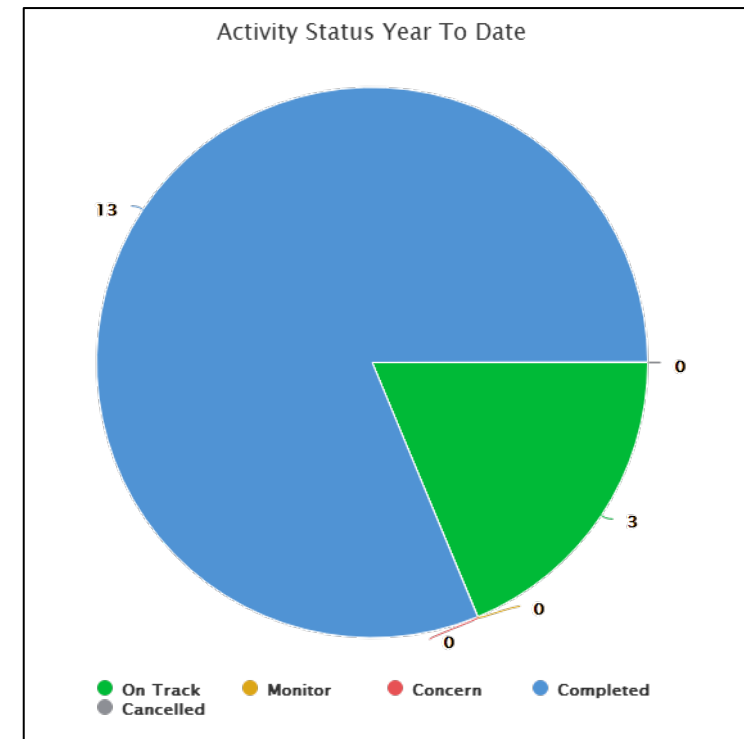
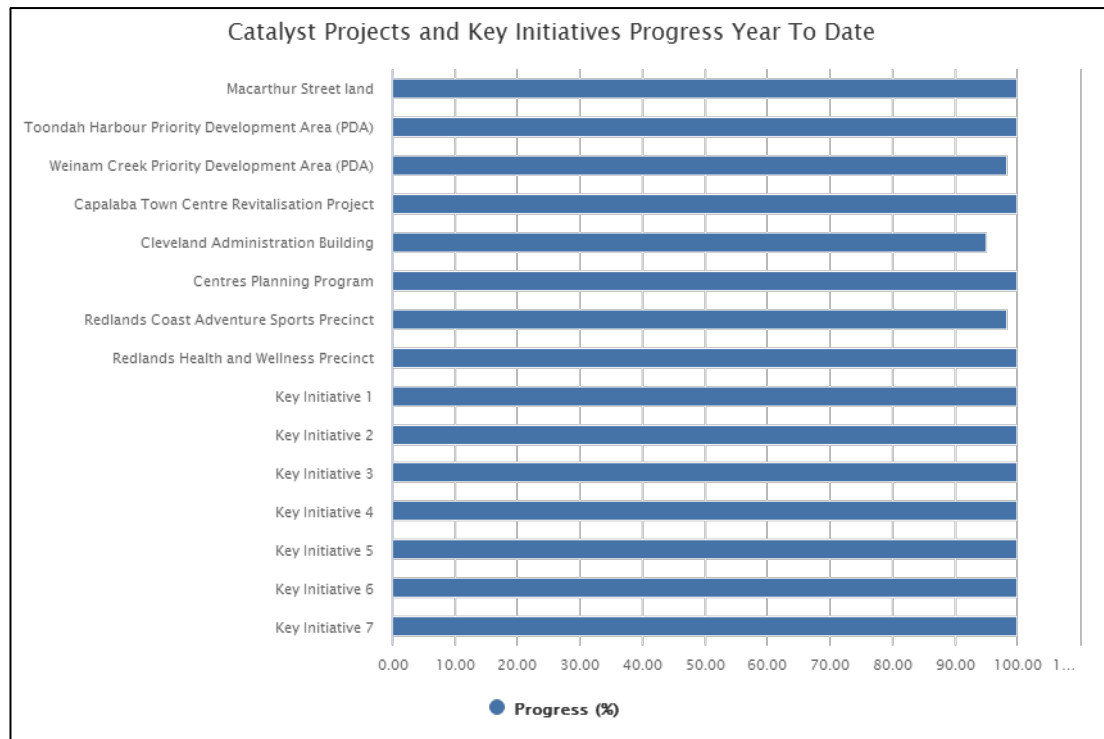
Commence planning for walking and cycle networks in Redlands Coast.

Council continues to advocate for quality active transport outcomes for Redlands Coast, including providing advice on the planning and development of the Moreton Bay Cycleway and the Principal Cycle network and in other planning work being undertaken by the Queensland Department of Transport and Main Roads. Council also actively pursues funding opportunities under State and Federal funding programs to co-fund active transport initiatives, on an ongoing basis.

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

Council continues to deliver the Wellington Street and Panorama Drive Upgrade Program Stage 1 in partnership with the Federal Government. Following site establishment works earlier in the year, civil works have commenced onsite and significant progress has been made. Traffic management remains in place while works continue.

Thriving Economy - Catalyst Projects and Key Initiatives – Quarter Four Progress



For details on Thriving Economy Key Initiatives 1-7 refer pages 61 to 64 of this attachment.

Thriving Economy – Activities and Tasks – Quarter Four Progress

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%	
	Q4	●	100%	

Catalyst Project CP6.2 Toondah Harbour Priority Development Area (PDA) -

Progress Council's obligations under its Development Agreement with Economic Development Queensland and Walker Corporation to support the commitment to reinforce Toondah Harbour as the regional gateway to Moreton Bay and the islands.

Operational Plan 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%	
	Q4	●	100%	
b) Continue to monitor Queensland State Government approvals.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

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%		
	Q4	●	100%		
b) Finalise a land swap with the Queensland State Government.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		
	Q4	●	95%		The land swap is nearly complete. The Meissner Street property was transferred to the State Government for the construction of a health facility. The administrative steps for providing freehold title to the State land are progressing.
c) Commence detailed design of the loop road (Stage 3b to 3d).	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		
	Q4	●	100%		

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%	
	Q4	●	100%	
b) Collaborate with major stakeholders to identify opportunities and integrate with investment attraction activities.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

Catalyst Project CP6.5 Cleveland Administration Building -

Undertake a review of Council's Cleveland accommodation requirements.

Operational Plan 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.
	Q4	●	95%	Council continues pre-planning to determine accommodation requirements for the organisation.

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%	
	Q4	●	100%	
b) Advocate and build relationships with external partners to achieve shared goals.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
c) Deliver the Village Events and Activation Program to support local placemaking and strengthen local capacity.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
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%	
	Q4	●	100%	

Catalyst Project CP6.7 Redlands Coast Adventure Sports Precinct -

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

Operational Plan 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%	
	Q4	●	100%	

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%	
	Q4	●	100%	
b) Develop a detailed business plan for the Precinct.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	95%	Council continued to work in partnership with State Government partners to develop a detailed business plan for the precinct.
c) Commence concept planning for facilities within the Precinct.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	95%	Council continued to work in partnership with State Government partners to develop an integrated concept design for facilities within the precinct.

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%	
	Q4	●	100%	

b) Explore innovative opportunities to expand the delivery of health services in the city.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

Key Initiative KI6.1 Key Initiative 1 -

Continue to implement the Redlands Economic Development Framework 2041 and key industry sector plans to grow the city's economy in key sectors:

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

Operational Plan 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 Manufacturing Industry Sector Plan 2022-2027 to increase economic capacity of the sector.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		
	Q4	●	100%		
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%		
	Q4	●	100%		

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

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%	
	Q4	●	100%	

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%	
	Q4	●	100%	
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%	
	Q4	●	100%	

Key Initiative KI6.4 Key Initiative 4 -

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

Operational Plan 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%	
	Q4	●	100%	

Key Initiative KI6.5 Key Initiative 5 -





Deliver initiatives to attract investment to Redlands Coast across key industry sectors, and support local businesses.

Operational Plan 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%		
	Q4	●	100%		
b) Market and promote investment opportunities through a range of media to target audiences.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		
	Q4	●	100%		
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%		
	Q4	●	100%		
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%		
	Q4	●	100%		

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

Operational Plan 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%		
	Q4	●	100%		

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%	
	Q4			100%	

Thriving Economy - Key Activities and Highlights

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 has undergone further review to determine appropriateness and direction of the recommendations. There has been a refocus on the proposed activities to align with the challenges being experienced by the manufacturing sector post COVID-19. Review and analysis of the draft Manufacturing Industry Sector Plan confirms that a number of identified activities are underway including the facilitation of industry networking events.

To support initiatives under the Education and Training Industry Sector Plan, continued engagement with stakeholders including 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 Schools Cleveland campus in Term 2 2023 is a significant outcome under the Education and Training Industry Sector Plan.

The final report of the health care value proposition research provided by consulting firm, Econisis has been reviewed and future investment attraction activities will align with the documented approach.

Engagement with State-sponsored Industry Workforce Advisor in Rural Enterprises took place to discuss available support and potential opportunities for the agricultural and horticultural businesses in line with the Rural Enterprises Industry Sector Plan.

Continued collaboration with stakeholders to grow the Redlands Coast economy have taken place. A notable achievement is the establishment of the Small Business Hub in Cleveland which is a partnership between Council and State government.

Implement a centre management program in Cleveland and other centres.

Council completed Stage 1 of the Cleveland Revitalisation Project and finalised the first draft of the Local Retail and Activation Strategy Toolkit.

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

Council engaged with stakeholders to progress planning for the Redlands Health and Wellness Precinct development.

Undertake planning and advocacy for the Redlands Coast 2032 Legacy.

The Redlands Coast Legacy Working Group met in May and June to explore Legacy in the context of the Brisbane 2032 Olympic and Paralympic Games.

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

Stage 3a of the Weinam Creek Priority Development Area - the Hamilton Street extension - has commenced. A land swap with the State Government is nearing completion.

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

Engaged with domestic and international stakeholders on investment opportunities including emerging industries.

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

Redland Investment Corporation has been working with Shayher Group to assist with the preparation of the development application for the Capalaba Town Centre master plan, which has been submitted to Council for approval.

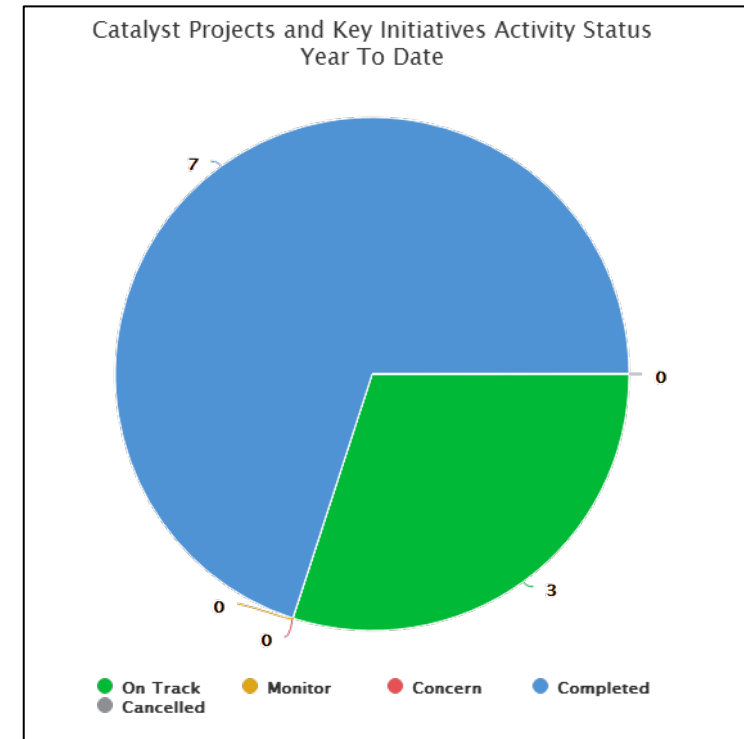
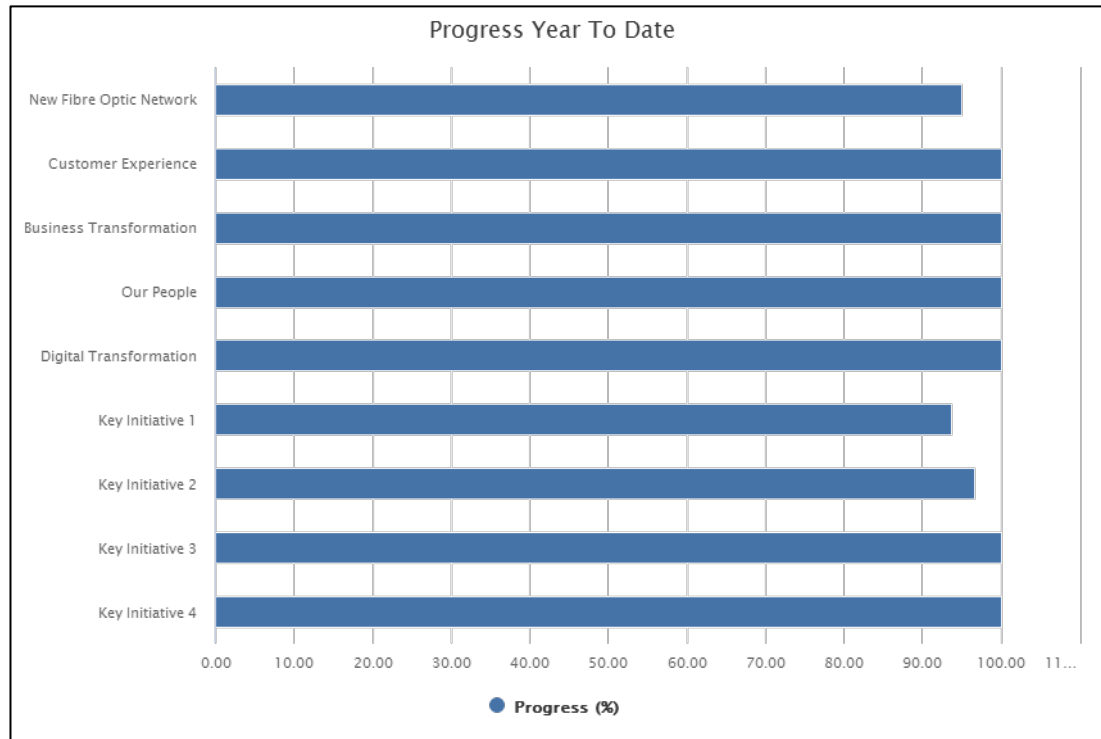
Undertake planning for integrated lagoon and canoe/kayak slalom facilities as part of the Birkdale Community Precinct Recreation and Adventure Sports Hub.

Consultation on the Birkdale Community Precinct (BCP) Local Government Infrastructure Designation (LGID) occurred from 21 April to 23 May 2023. The LGID includes the integrated lagoon and canoe/kayak slalom facility as part of the BCP Master Plan. Council continued to work in partnership with State Government partners to develop a detailed business plan, an integrated concept design and procurement plans for the precinct.

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

The review stage of the Environmental Impact Statement (EIS) is being finalised, ready for submission to the Federal Government in the coming months.

Efficient and Effective Organisation - Catalyst Projects and Key Initiatives – Quarter Four Progress



For details on Efficient and Effective Organisation Key Initiatives 1-4 refer pages 71 to 73 of this attachment.

Efficient and Effective Organisation – Activities and Tasks – Quarter Four Progress

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%	
	Q4	●	100%	
b) Implement commercial arrangements with a nominated carrier to realise community benefits.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	90%	A contract for the commercialisation has been created with external assistance and is planned to be finalised in 2023-2024.

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%	
	Q4	●	100%	
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%	
	Q4	●	100%	

c) Collate website feedback and insights to identify pain points from the customers' perspective.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
d) Identify ways to strengthen community engagement and provide opportunities to listen and improve the customer experience.	Q1	●	25%	
	Q2	●	100%	
	Q3	●	100%	
	Q4	●	100%	

Catalyst Project CP7.3 Business Transformation -

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

Operational Plan 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%	
	Q4	●	100%	
b) Commence implementation of year one transformation priorities.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

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%	
	Q4	●	100%	

Operational Plan 2022-2023 Activity			Progress	Commentary
b) Enhance the employee tangible value proposition.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
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%	
	Q4	●	100%	
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%	
	Q4	●	100%	

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

Operational Plan 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%	
	Q4	●	100%	

Key Initiative KI7.1 Key Initiative 1 -

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

Operational Plan 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%	
	Q4	●	100%	
b) Design and implement service transformation projects.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	88%	Council reprioritised resourcing for business transformation projects. The remaining planned work is expected to be completed during 2023-2024.

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%	
	Q4	●	95%	The Asset Criticality Framework has been finalised and a bulk assessment and sampling commenced. The Bus Stop Network Audit post processing commenced to enable automated capital programming, planned maintenance scheduling and procurement. The stormwater assets audit, capture, spatial and Assetic loading is in inception stage.

b) Prioritise and develop asset management training programs.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	
c) Continue to embed a Maintenance Management Strategy and support operational maintenance improvements.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	95%	Development of maintenance manuals and service level analysis is to occur in tandem with an enterprise-wide maturity assessment. Business improvement integration was being finalised for implementation across asset classes.

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%	
	Q4	●	100%	

Key Initiative KI7.4 Key Initiative 4 -

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

Operational Plan 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%	
	Q4	●	100%	
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%	
	Q4	●	100%	
c) Maintain a positive trend in local spend and local benefits from Council's procurement practices.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
	Q4	●	100%	

Efficient and Effective Organisation - Key Activities and Highlights

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

Council enhanced the tangible Employee Value Proposition in 2022-2023 by introducing Employee Appreciation Day, micro-qualifications, an employee discount program, an employee recognition platform, new Council job advertisements that detail our employee value proposition pillars and the promotion of new employee career stories. Council continued to promote flexible work arrangements, the annual Mayor and CEO Awards for Excellence event, access to education assistance, and long service recognition.

Advance Council's strategic procurement and contracting model.

Council continues to make progress in implementing best practice strategic procurement processes and the centre-led procurement model which will continue in 2023/2024. Council continues to see a solid spend with local suppliers in the Redland City local government area.

Commence implementation of the Business Transformation Strategy.

Year One transformation priorities were delivered, including embedding a culture of innovation through contemporary training and the celebration of innovation day. There has been a continuous focus on monitoring benefits, leveraging networks and identifying potential revenue streams.

Continue to progress the Redlands Coast Fibre Optic Network.

The agreement to commercialise the spare capacity is being finalised.

Embed Council's organisational values.

Organisational values were embedded through programs such as the Wellbeing through Adventure Program, Employee Excellence Awards, and ForU platform Recognition Wall.

Review Council's services.

Transformation priorities continued to progress with the engagement of a new Chief Procurement Officer and the commencement of opportunity analysis for sustainable energy management. A specialist consultant has been engaged to undertake service improvement reviews for additional priority areas to support improved community outcomes and process efficiencies across the organisation. The remaining planned work is expected to be completed in 2023-2024.