

Operational Plan 2023-2024

Performance Report

Q1 FY 2023-2024



Operational Plan Performance Reporting














The *Local Government Act 2009* requires Council to adopt an operational plan each year. The Operational Plan 2023-2024 (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 2023-2024 financial year.

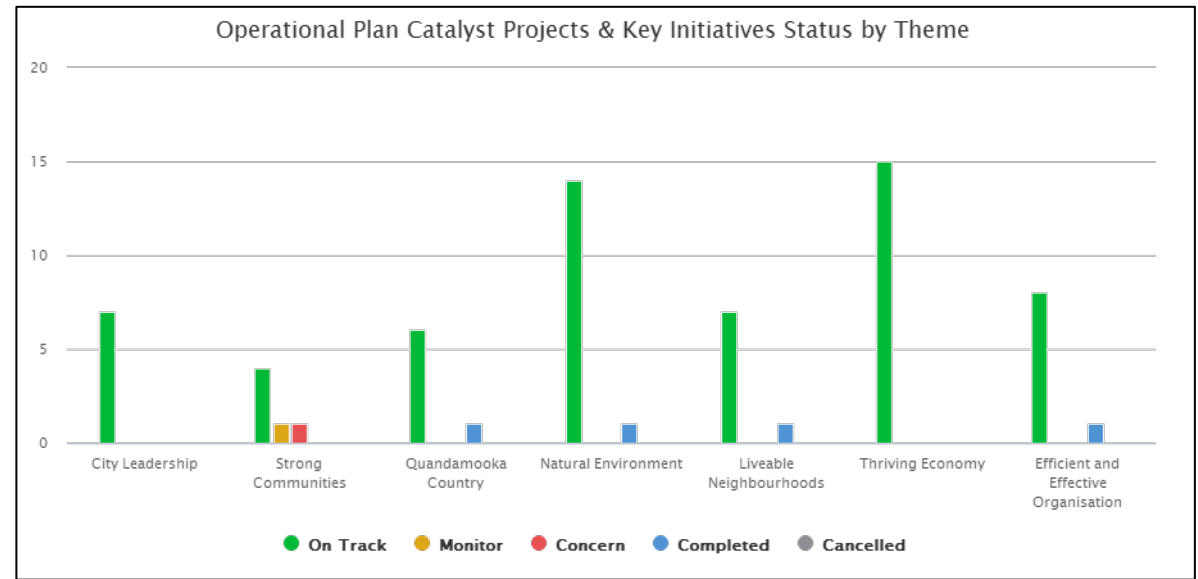
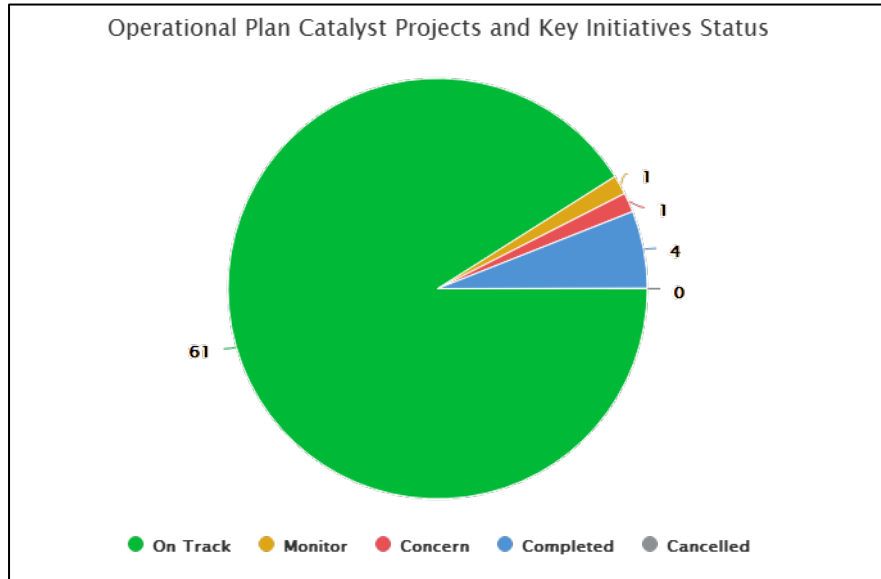
The *Local Government Regulation 2012* requires the Chief Executive Officer to present a written assessment of Council's progress towards implementing the annual operational plan at meetings of Council, at least quarterly.

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 2023 – 2024?

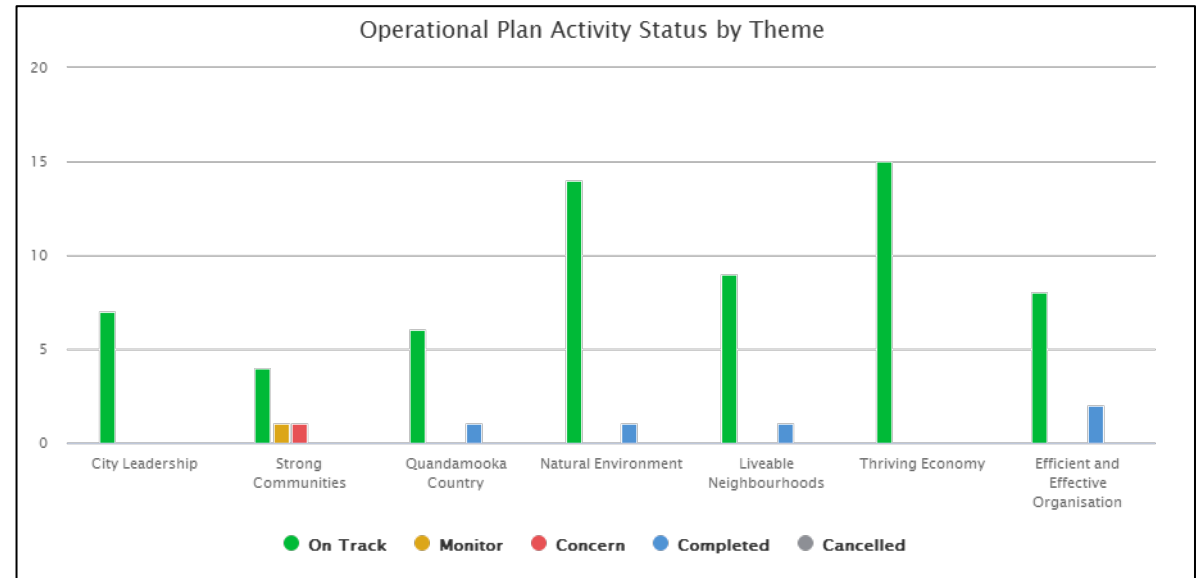
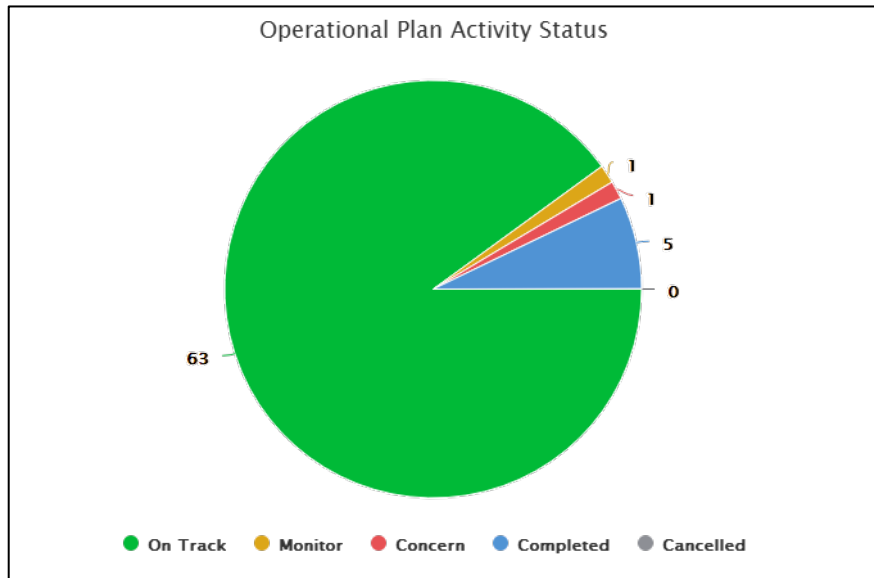
Goals (Themes)	Catalyst Project Activities	2021-2026 Key Initiative Activities	Status Year to Date
 CITY LEADERSHIP	3	4	
 STRONG COMMUNITIES	3	3	
 QUANDAMOOKA COUNTRY	3	4	
 NATURAL ENVIRONMENT	4	11	
 LIVEABLE NEIGHBOURHOODS	6	4	
 THRIVING ECONOMY	8	7	
 EFFICIENT AND EFFECTIVE ORGANISATION	6	4	

Operational Plan 2023-2024 Catalyst Projects and Key Initiatives Progress



	On Track	Monitor	Concern	Completed	Cancelled
City Leadership	7	0	0	0	0
Strong Communities	4	1	1	0	0
Quandamooka Country	6	0	0	1	0
Natural Environment	14	0	0	1	0
Liveable Neighbourhoods	7	0	0	1	0
Thriving Economy	15	0	0	0	0
Efficient and Effective Organisation	8	0	0	1	0

Operational Plan 2023-2024 Activity Progress



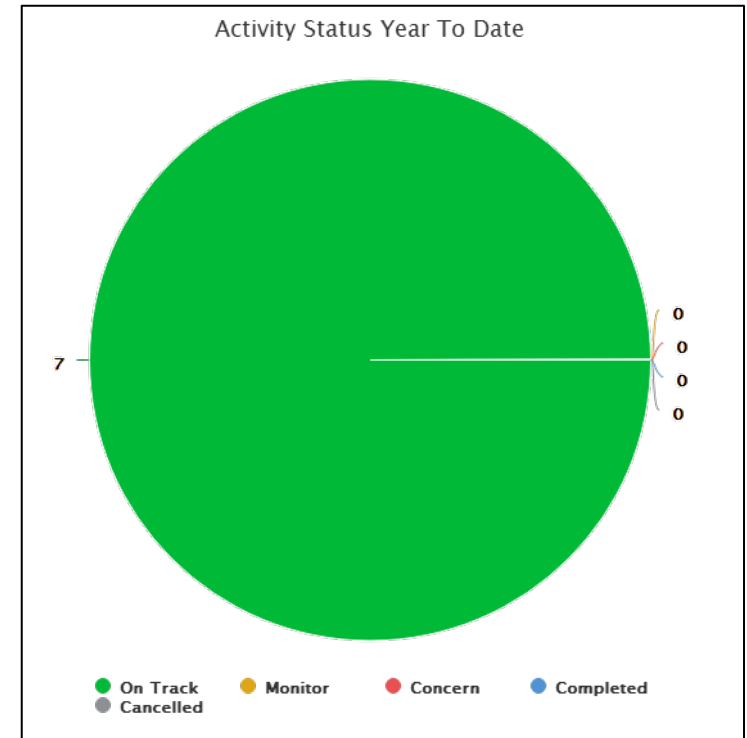
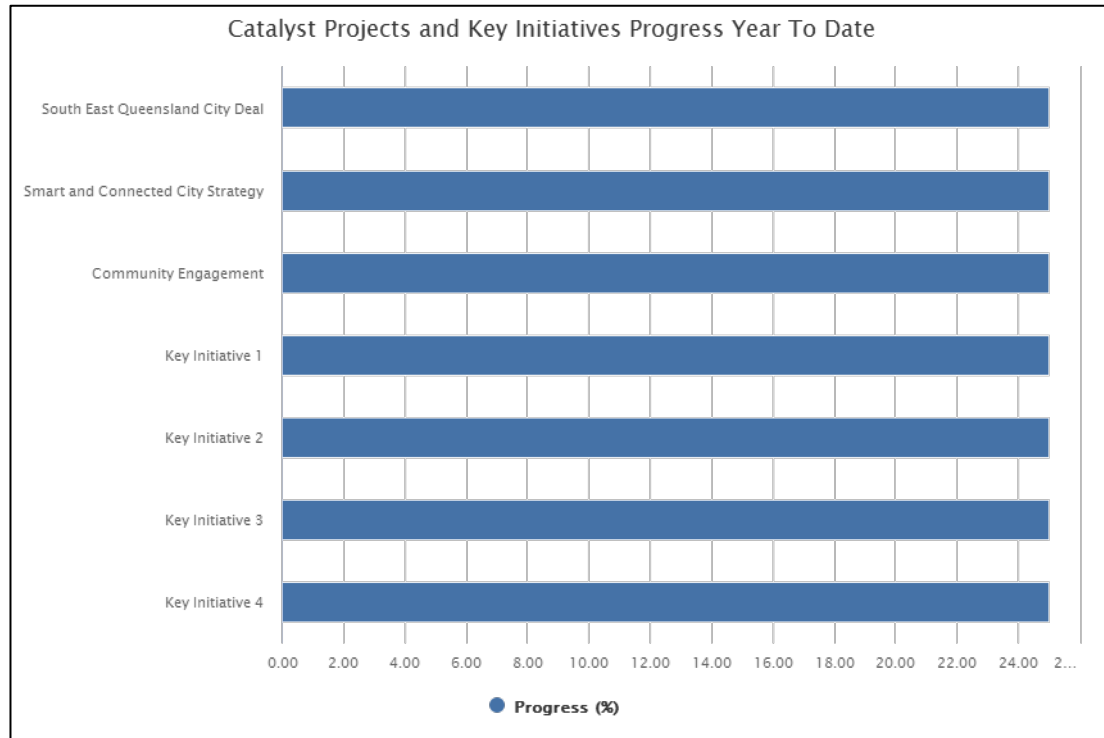
	On Track	Monitor	Concern	Completed	Cancelled
City Leadership	7	0	0	0	0
Strong Communities	4	1	1	0	0
Quandamooka Country	6	0	0	1	0
Natural Environment	14	0	0	1	0
Liveable Neighbourhoods	9	0	0	1	0
Thriving Economy	15	0	0	0	0
Efficient and Effective Organisation	8	0	0	2	0

Operational Plan 2023-2024 Activity Progress - Organisational Performance

Name	On Track	Monitor	Concern	Complete	Cancelled	Total Number of Activities
Advocacy, Major Projects and Economic Development	22	0	1	0	0	23
People, Culture and Organisational Performance	3	0	0	1	0	4
Community and Customer Services	14	1	0	0	0	15
Infrastructure and Operations	10	0	0	2	0	12
Organisational Services	14	0	0	2	0	16
Total	63	1	1	5	0	70

Name	On Track	Monitor	Concern	Complete	Cancelled	Total Number of Activities
Economic Development and Investment	12	0	0	0	0	12
Advocacy, Major Projects and Economic Development	6	0	0	0	0	6
Communities	0	1	0	0	0	1
Procurement and Contracts	1	0	0	0	0	1
Major Projects	4	0	1	0	0	5
People, Culture and Organisational Performance	3	0	0	1	0	4
City Planning and Assessment	4	0	0	0	0	4
Customer and Cultural Services	2	0	0	0	0	2
Environment and Regulation	8	0	0	0	0	8
City Assets	9	0	0	2	0	11
City Operations	1	0	0	0	0	1
Communication, Engagement and Tourism	6	0	0	1	0	7
Corporate Governance	5	0	0	0	0	5
Corporate Services	2	0	0	1	0	3
Total	63	1	1	5	0	70

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



For details on City Leadership Key Initiatives 1- 4 refer pages 8 to 9 of this attachment.

City Leadership – Activities and Tasks – Progress Year to Date

Catalyst Project CP1.1 South East Queensland City Deal -

Support agreement between the three levels of government to deliver investment in regionally transformative infrastructure which provides long term benefits for Redlands Coast.


Operational Plan 2023-2024 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) Continue to contribute through regional collaboration initiatives and targeted advocacy, including participation in the Council of Mayors (SEQ) 2032 Regional Working Group.	Q1	●	25%	
b) Facilitate Redlands Coast 2032 Legacy Working Group and participate in local government working groups to promote collaborative economic outcomes and ensure the city benefits from opportunities arising from the Brisbane 2032 Olympic and Paralympic Games.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
CP1.2.1 Continue to engage with key stakeholders on smart city opportunities.			Economic Development and Investment	
a) Liaise with Council's internal business leads on digital transformation and innovation projects.	Q1	●	25%	
b) Foster strategic partnerships to promote smart city solutions that improve the liveability and prosperity of Redlands Coast.	Q1	●	25%	


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 2023-2024 Activity			Progress	Commentary
CP1.3.1 Continue to enhance Council's capacity to deliver meaningful engagement.			Communication, Engagement and Tourism	
a) Deliver a community engagement framework and associated templates and resources that enhance Council's capacity to deliver community engagement.	Q1		25%	

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 2023-2024 Activity			Progress	Commentary
KI1.1.1 Deliver innovative and accessible methods to further engage the diverse Redlands Coast community that encourages active participation in key projects and initiatives.			Communication, Engagement and Tourism	
a) Enhance community engagement platforms including the Your Say community engagement website and implement innovative techniques to increase participation by diverse user groups.	Q1		25%	

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

Operational Plan 2023-2024 Activity			Progress	Commentary
KI1.2.1 Deliver innovative communications to inform the Redlands Coast community about Council programs, initiatives and events.			Communication, Engagement and Tourism	
a) Continue to enhance digital media platforms and technologies.	Q1		25%	

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 2023-2024 Activity			Progress	Commentary
KI1.3.1 Develop an implementation plan for the Redlands Coast Advocacy Strategy and Policy, and build partnerships with both the State and Commonwealth Governments.			Advocacy, Major Projects and Economic Development	
a) Socialise the Advocacy Strategy and Policy through a planned series of internal roadshows and other mediums.	Q1	●	25%	
b) Test the Advocacy Strategy and Policy and toolkit through a pilot program by taking key projects through the advocacy process.	Q1	●	25%	
c) Continue discussions and building partnerships with key State and Commonwealth Government ministers.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI1.4.1 Continue to undertake research to support advocacy efforts for all islands to be recognised as a regional status by the State and Commonwealth Governments.			Advocacy, Major Projects and Economic Development	
a) Continue to engage with key internal stakeholders on progressing the advocacy approach.	Q1	●	25%	
b) Continue to engage with an established island specific advocacy group.	Q1	●	25%	
c) Continue to collect case studies that demonstrate the need for regional status faced by our island community, that meets grant funding criteria and outcomes of infrastructure planning being undertaken by Council and the State Government.	Q1	●	25%	

City Leadership - Key Activities and Highlights

Deliver innovative and accessible methods to further engage the diverse Redlands Coast community that encourages active participation in key projects and initiatives.

Council continues to discuss engagement platform features and enhancements, including the Your Say platform product with the current supplier, and work on addressing the expansion and implementation of the public engagement experience in the Redlands. Under new procurement requirements, Council will seek quotes for platform renewal from the 2024-2025 financial year. Competing platforms generally have sufficient attributes to support proactive and innovative engagement practices including the ability to link content to social media platforms accessible to different audiences.

Continue to undertake research to support advocacy efforts for all islands to be recognised as a regional status by the State and Commonwealth Governments.

Council's commitment to support advocacy efforts for all islands to be recognised as a regional status by the State and Commonwealth continued through ministerial letters and strategic meetings to bring awareness to the regional challenges faced by these communities.

Deliver innovative communications to inform the Redlands Coast community about Council programs, initiatives and events.

From July to September 2023, Council enhanced digital media and video usage in communication across major social media platforms. Impressions (number of time content appeared to users) increased by 142%. On the Redlands Coast Today website, user engagement saw significant growth, with a 143.4% increase in users, notably in mobile users. Additionally, click-throughs from Google search showed an increase of 540.9%, and overall impressions increased by just over 400%.

Continue to engage with key stakeholders on smart city opportunities.

Council continued to create stakeholder connections related to Smart Cities. For example, Council has established a relationship with Cornelius University, Slovakia (a European leader in smart cities thinking) to identify areas for collaboration.

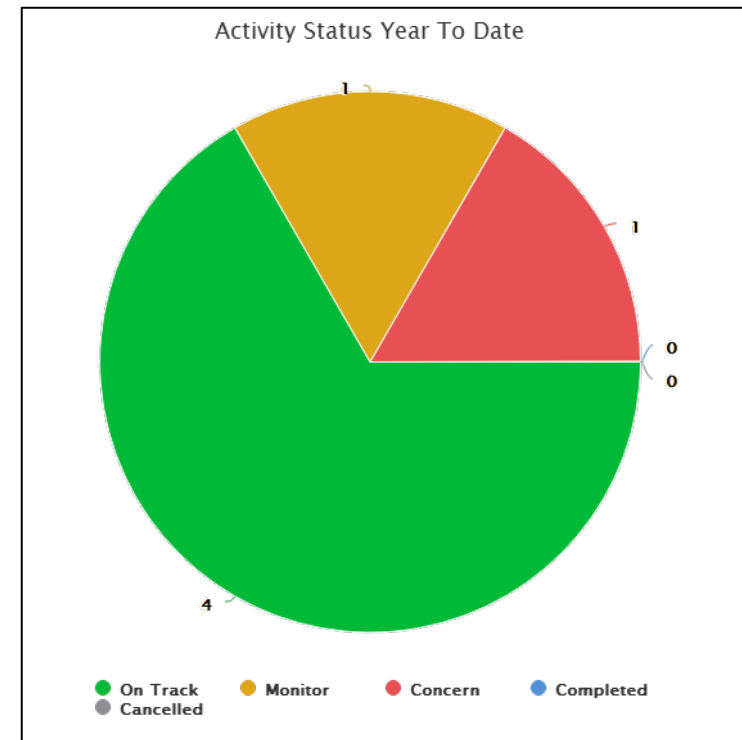
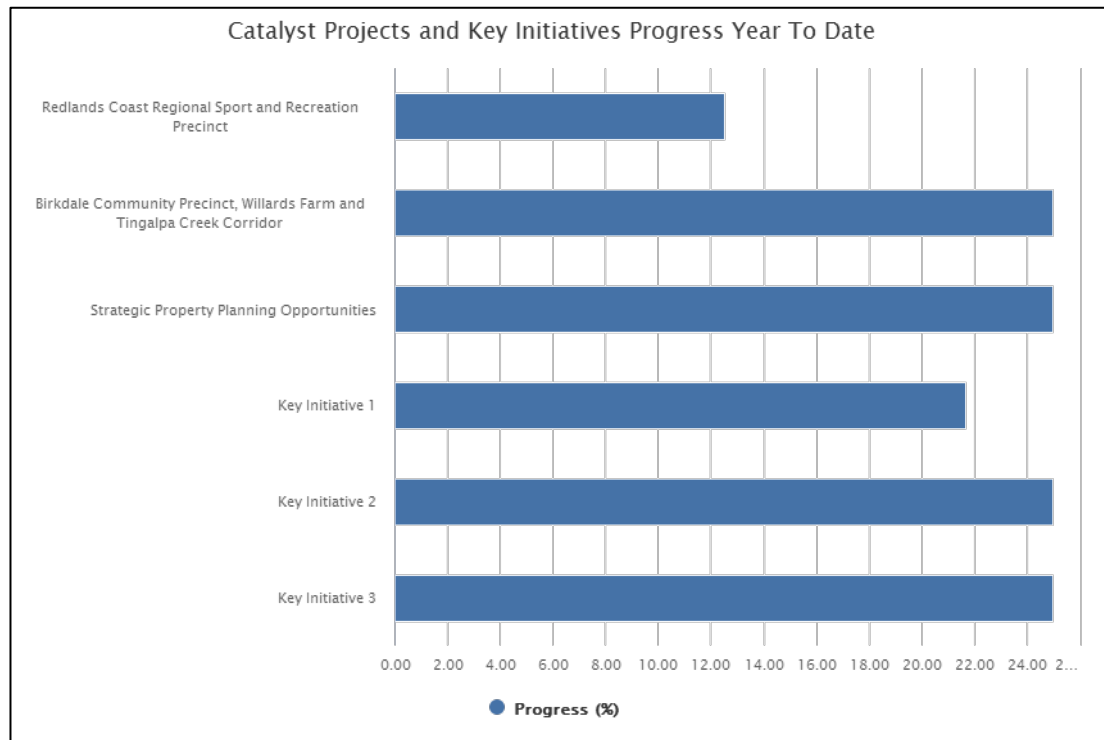
Develop an implementation plan for the Redlands Coast Advocacy Strategy and Policy, and build partnerships with both the State and Commonwealth Governments.

The draft Advocacy Strategy and Policy continued to be refined and socialised via internal consultation. Building, maintaining and enhancing relationships with State and Commonwealth Government officials continued through proactive advocacy through formal channels and networking opportunities.

Continue to enhance Council's capacity to deliver meaningful engagement.

Council has commenced reviewing the internal self-assessment community engagement questionnaire brief for project managers. The roll-out of the new application across Council planned for this financial year will include support for officer education on engagement and engagement methods. Work has also progressed internally to create upstream awareness of the importance of early project engagement. Council has commenced discussions to develop a community engagement framework to further support its capacity to deliver meaningful engagement.

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



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

Strong Communities – Activities and Tasks – Progress Year to Date

Catalyst Project CP2.1 Redlands Coast Regional Sport and Recreation Precinct -

Progress Council's staged master-plan including sporting fields, club buildings, car parking, cycling tracks, recreation trails and spaces to play and explore.

Operational Plan 2023-2024 Activity			Progress	Commentary
CP2.1.1 Plan for effective sport and recreation at Heinemann Road, Mount Cotton.			Major Projects	
a) Commence construction works to progress the delivery of the Redlands Coast Regional Sport and Recreation Precinct.	Q1	●	0%	Works have not commenced due to the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) self-referral and subsequent assessment period.
b) Continue to implement strategies to optimise existing facilities, plan for the transformation of identified sites, and progress consideration of additional land requirements and options to meet the current and future sport and recreation needs of the Redlands Coast community.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
CP2.2.1 Progress development of the Birkdale Community Precinct.			Major Projects	
a) Provide construction access to the Birkdale Community Precinct site.	Q1	●	25%	
b) Commence restoration works at Willards Farm.	Q1	●	25%	

Operational Plan 2023-2024 Activity			Progress	Commentary
c) Plan events to showcase the site to the Redlands Coast community.	Q1	●	25%	







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 2023-2024 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 property assessment tools and develop key performance criteria to assess the performance of Council's property portfolio.	Q1	●	25%	
b) Develop the property acquisition pathway using service plans and future property asset requirements to inform the delivery of strategic property objectives and short and long term budget forecasting.	Q1	●	25%	
c) Develop a property investment program for Council which considers weighted investment criteria and prioritises investment through the investment review process.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI2.1.1 Implement the Stronger Communities Strategy and Action Plans by delivering initiatives that enhance community wellbeing, build capacity and strengthen the resilience of Redlands Coast communities.			Communities	

Operational Plan 2023-2024 Activity			Progress	Commentary
a) Continue to finalise and implement the Redlands Coast Stronger Communities Strategy.	Q1		15%	Development of the strategy has been delayed due to the development of the Civic Support Fund and the Human and Social Recovery response for the Russell Island house fires. Strategy development is continuing including refining draft version inclusions and revising the project timeline.
b) Continue to implement the Redlands Coast Age-friendly Action Plan 2021-2026.	Q1		25%	
c) Continue to finalise and implement the Redlands Coast Youth Action Plan.	Q1		15%	Youth Action Plan development progress was paused with the development of the Civic Support Fund and the Human and Social Recovery response for the Russell Island house fires. Service mapping has been undertaken to identify gaps and an engagement plan designed to continue progress.
d) Deliver capacity building workshops to not-for-profit community groups to enhance their organisational sustainability.	Q1		25%	
e) Deliver the 2023-2024 Community Grants and Sponsorship Program, including the Village Events and Activation Program, to enhance the social, cultural, environmental and economic outcomes of the Redlands Coast.	Q1		25%	
f) Undertake planning and activities to enhance community perceptions of safety and local responses.	Q1		25%	

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 2023-2024 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) Implement Council's Library Services Strategic Plan 2023-2028.	Q1	●	25%	
b) Develop and implement the Creative Arts Service Strategic Plan 2023-2028.	Q1	●	25%	
c) Seek out grant funding opportunities to continue the refurbishment project for the Redland Performing Arts Centre.	Q1	●	25%	

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 2023-2024 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) Facilitate opportunities to enhance information sharing and collaboration with education stakeholders.	Q1	●	25%	
b) Leverage opportunities to attract and secure tertiary and higher education institutions to grow a skilled workforce aligned to future employment opportunities.	Q1	●	25%	

Strong Communities - Key Activities and Highlights

Implement the Stronger Communities Strategy and Action Plans by delivering initiatives that enhance community wellbeing, build capacity and strengthen the resilience of Redlands Coast communities.

The Civic Support Fund was endorsed by Council and is scheduled to open October 2023.

Council delivered a family fun day on Russell Island on 27 September 2023 to support human and social recovery after the house fires in August 2023. The activity was well attended with over 50 young people present. 35 food hampers provided by the YMCA were donated to families on the island.

Funding was provided to the Redlands Coast Dementia Alliance for a Rhythms of Joy Dementia Choir concert during Dementia Action Week 18 - 25 September 2023 to raise awareness of this choir commencing in Redlands later in the year.

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

Council continues to develop a draft Library Network Plan to guide future investment in library assets.

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

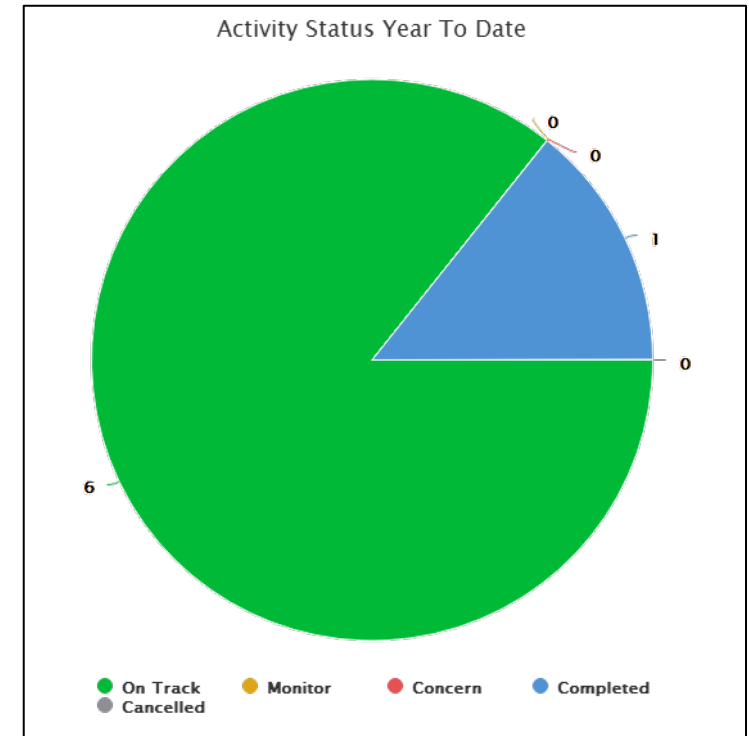
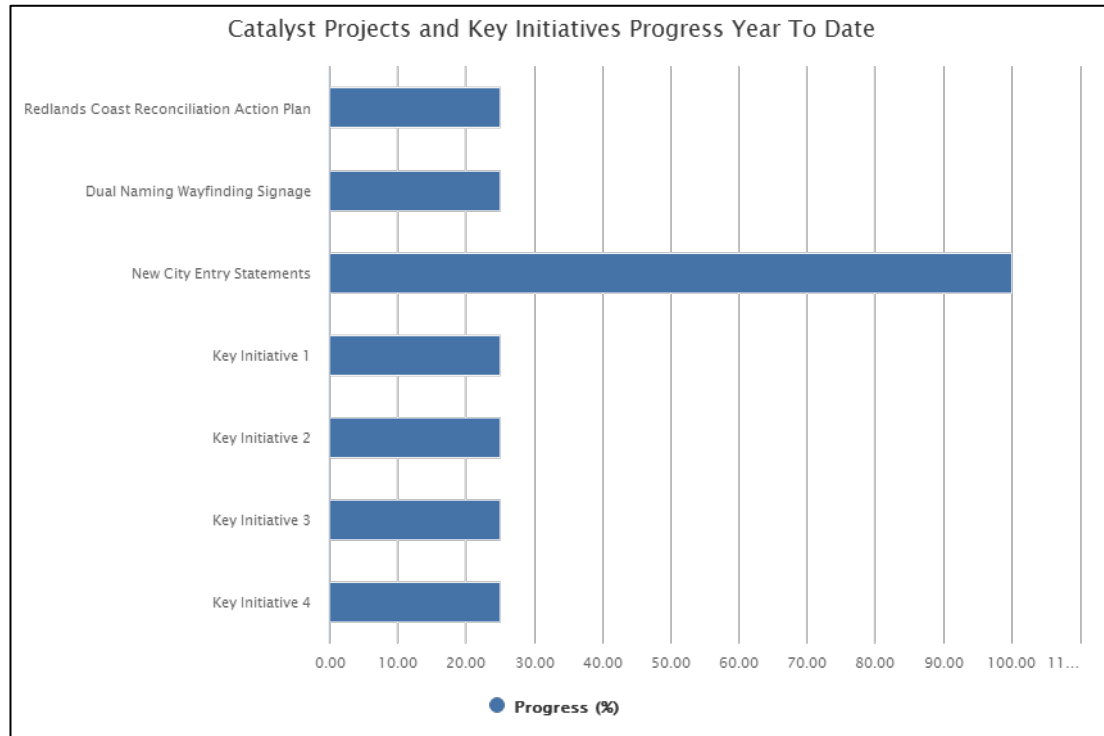
Council continued to progress its response to a request for additional information from the Federal Government as part of the assessment process for its self-referral of the Redlands Coast Regional Sport and Recreation Precinct project under the Environment Protection and Biodiversity Conservation (EPBC) Act 1999. Construction works remained on hold during the assessment process.

As part of the assessment process, options were investigated to optimise project design scope and staging opportunities in the current master plan, and future additional land requirements, which will be presented to Council for consideration.

Progress development of the Birkdale Community Precinct.

The Birkdale Community Precinct Local Government Infrastructure Designation (LGID) Consultation Report was received by Council at its General Meeting on 13 September 2023. Construction access was enabled at the southern end of the site to enable works to commence at Willards Farm, and site entry to the eastern end of the site improved including installation of new, secure gates. The Baroque Group were awarded the tender and have commenced restoration works at Willards Farm. Planning commenced to develop a forward calendar for events at Birkdale Community Precinct.


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




For details on Quandamooka Country Key Initiatives 1- 4 refer pages 20 to 21 of this attachment.

Quandamooka Country – Activities and Tasks – Progress Year to Date


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

Operational Plan 2023-2024 Activity			Progress	Commentary
CP3.1.1 Establish a new Reconciliation Action Plan (RAP) for Redlands Coast.			Corporate Governance	
a) Continue to develop a Redlands Coast RAP through Reconciliation Australia.	Q1		25%	

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 2023-2024 Activity			Progress	Commentary
CP3.2.1 Develop a dual naming policy for Council to support the roll-out of signage that incorporates Quandamooka Jandai language.			Corporate Governance	
a) Continue to develop a dual naming policy for Council owned assets.	Q1		25%	

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

Operational Plan 2023-2024 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%	

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 2023-2024 Activity			Progress	Commentary
KI3.1.1 Support the 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	●	25%	
b) Monitor the progress of ILUA activities delivered by key internal stakeholders and report quarterly to Council's Executive Leadership Team (ELT).	Q1	●	25%	

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 2023-2024 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 Council employees and elected representatives.	Q1	●	25%	
b) Continue to promote cultural awareness to Council employees 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%	

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 2023-2024 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	●	25%	
b) Continue to identify Council's works and public interests and associated community use and tenures within Native Title Claim areas.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI3.4.1 Work collaboratively with the Quandamooka People to strengthen the local North Stradbroke Island/Minjerribah economy.			Economic Development and Investment	
a) Continue to engage with key stakeholders on Minjerribah to identify and deliver initiatives to strengthen the local economy.	Q1	●	25%	

Quandamooka Country - Key Activities and Highlights

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

Redland City Council continues to reach out to hold the Consultative, Land and Sea and Capital works meetings under the ILUA. Unfortunately, Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) have only met with the Capital Works team at a meeting that was held on 25 August 2023.

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

The Court made Orders on 10 March 2023 and 13 July 2023 requiring the parties to undertake various steps to progress the matter through the court. There has recently been much public interest in the claim and Council continues to keep the community informed by way of sharing information regarding the claimant application and Council's non-claimant applications on its website.

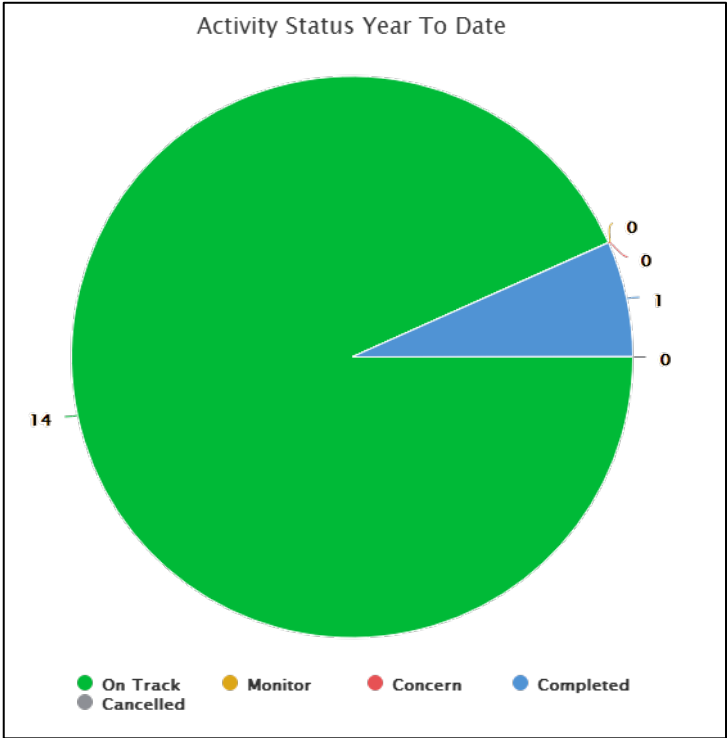
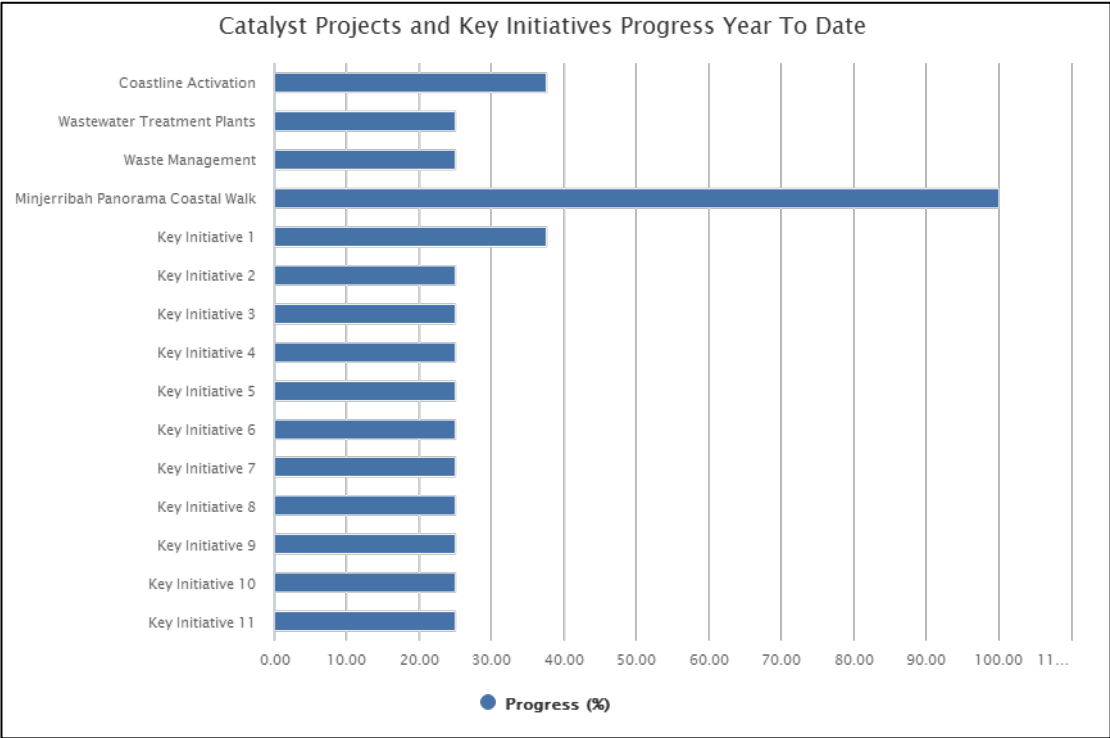
Implement culturally appropriate protocols and promote traditional knowledge.

Redland City Council has three ongoing training sessions in Cultural Heritage and Cultural Awareness for staff throughout the year. These sessions are Quandamooka Day, Minjerribah Elders Cultural Day and an Indigenous session conducted by Council's Indigenous Partnerships Officer.

Establish a new Reconciliation Action Plan (RAP) for Redlands Coast.

Developing external RAP working group, three meetings have been held, and it has been agreed to have youth representation at the next meeting scheduled for December 2023.

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



For details on Natural Environment Key Initiatives 1-11 refer pages 25 to 31 of this attachment.

Natural Environment – Activities and Tasks – Progress Year to Date

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

Operational Plan 2023-2024 Activity			Progress	Commentary
CP4.1.1 Investigate opportunities to activate the Redlands Coast coastline.			City Assets	
a) Develop a policy framework of service levels to guide the provision of foreshore access assets.	Q1	●	25%	
b) Investigate and pilot ways to improve foreshore access for people with access and mobility requirements.	Q1	●	50%	



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 2023-2024 Activity			Progress	Commentary
CP4.2.1 Implement the Adaptive Planning Strategy Wastewater Treatment for wastewater treatment plants.			City Assets	
a) Refine the Strategy as upgrade plans are progressed at treatment plants.	Q1	●	25%	


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 2023-2024 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	

Operational Plan 2023-2024 Activity			Progress	Commentary
a) Continue to participate in the Council of Mayors (SEQ) Waste Working Group to develop a roadmap and implementation plan.	Q1		25%	
b) Implement agreed actions in Council's Waste Reduction and Recycling Plan 2021-2030 to move towards a zero waste future.	Q1		25%	

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 2023-2024 Activity			Progress	Commentary
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.			City Assets	
CP4.4 Catalyst Project completed in Quarter Four of Operational Plan 2022-2023. The Minjerribah Panorama Coastal Walk, providing a safe pedestrian link between Point Lookout Village and Cylinder Beach, was completed in 2022-2023 with this catalyst project now complete.	Q1		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 2023-2024 Activity			Progress	Commentary
KI4.1.1 Deliver the Redlands Coast Wildlife Connections Plan through Council's wildlife connections program.			Environment and Regulation	
a) Implement the Redlands Coast Wildlife Connections Action Plan 2018-2023.	Q1		25%	
b) Develop the Redlands Coast Wildlife Connections Action Plan 2024-2029.	Q1		50%	

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 2023-2024 Activity			Progress	Commentary
KI4.2.1 Deliver the Redlands Coast Koala Conservation Plan through Council's koala conservation program.			Environment and Regulation	
a) Implement the Redlands Coast Koala Conservation Plan and Action Plan 2022-2027.	Q1	●	25%	
b) 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%	
c) 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%	
d) Manage the impacts of threatening processes on koala populations by undertaking on- ground works that reduce koala mortality.	Q1	●	25%	
e) Increase understanding, connection to and participation in koala conservation actions and behaviours with the Redlands Coast community.	Q1	●	25%	
f) Continue to support services that provide rescue, care and rehabilitation of sick and injured koalas.	Q1	●	25%	

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

Operational Plan 2023-2024 Activity			Progress	Commentary
KI4.3.1 Implement Council's fire management program.			City Operations	

Operational Plan 2023-2024 Activity			Progress	Commentary
a) Continue to deliver the current fire management maintenance programs with a focus on safety, innovation and interagency collaboration.	Q1	●	25%	
b) Continue to deliver community education events.	Q1	●	25%	

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

Operational Plan 2023-2024 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%	
b) Continue to investigate and provide advice for renewable energy opportunities in Redlands Coast.	Q1	●	25%	

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 2023-2024 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%	
b) Deliver a program to increase community awareness and resilience to coastal hazards.	Q1	●	25%	
c) Finalise the design and obtain approvals for living shorelines pilot projects.	Q1	●	25%	

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 2023-2024 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 implement the Heads of Agreement.	Q1	●	25%	
b) Provide status updates to the Sub-Regional Steering Committee and the Councillors as required.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI4.7.1 Partner with Seqwater and other water service providers in South East Queensland (SEQ).			City Assets	
a) Continue participation with Seqwater and other water service providers in regular forums.	Q1	●	25%	
b) Contribute to the development of the Water for South East Queensland (SEQ): Planning for our future Annual Report 2023.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI4.8.1 Deliver the Redlands Coast Biosecurity Plan through Council's biosecurity program.			Environment and Regulation	
a) Implement the Redlands Coast Biosecurity Plan 2018-2023.	Q1	●	25%	

Operational Plan 2023-2024 Activity			Progress	Commentary
b) Prevent and detect invasive biosecurity matter.	Q1	●	25%	
c) Promote awareness and education of biosecurity and pest species management.	Q1	●	25%	
d) Provide effective management systems for pest species control and enforcement activities.	Q1	●	25%	
e) Develop the Redlands Coast Biosecurity Plan 2024-2029.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI4.9.1 Continue to provide an education program 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%	
b) Design and deliver an annual program of workshops and events at the IndigiScapes Environment Centre to align with environmental plans, and respond to the community.	Q1	●	25%	
c) Provide extension services with private land owners and the community in accordance with identified priority areas.	Q1	●	25%	
d) Deliver community Bushcare programs in identified priority areas.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI4.10.1 Deliver the Redlands Coast Bay and Creeks Plan through Council's bay and creeks program.			Environment and Regulation	
a) Continue to implement the Redlands Coast Bay and Creeks Action Plan 2021-2031.	Q1	●	25%	
b) Conduct ongoing research to strengthen science-based knowledge of the effects of population growth and climate change on the health and resilience of waterways to ensure management actions meet current and future needs.	Q1	●	25%	
c) Investigate innovative, water-sensitive urban design and asset management opportunities to minimise harm to the bay and creeks from pollution.	Q1	●	25%	
d) Restore the resilience of the bay and creeks through on ground, priority remediation works delivered by Council and through community partnerships.	Q1	●	25%	
e) Increase community stewardship and connection to the bay and creeks, through education, partnerships and networks.	Q1	●	25%	
f) Monitor catchment and recreation water quality.	Q1	●	25%	
g) Respond to and investigate customer service requests for erosion and sediment control matters.	Q1	●	25%	
h) Monitor compliance with development approvals for sediment and erosion control matters on major developments in the city.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI4.11.1 Support the city in transitioning to a decarbonised economy.			Economic Development and Investment	
a) Attract investment in research and development to grow Redlands Coast's clean energy economy.	Q1		25%	
b) Partner with the State Government and local business to identify opportunities for economic diversification associated with decarbonisation.	Q1		25%	

Natural Environment - Key Activities and Highlights

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.

Investigate opportunities to activate the Redlands Coast coastline.

Council are developing a framework (plan) of service levels for provision of foreshore access and infrastructure. The Foreshore Access Plan is estimated to be completed by June 2024, pending Council approval and adoption. Policy opportunities are also being investigated for potential inclusion into the Conservation Land Management Strategy as an overarching land management framework, internal discussions with various key stakeholders are underway. Pilot beach access for people with mobility is being undertaken at Wellington Point Recreation Reserve and will be rolled out in November/December 2023. Further potential sites will be considered and identified as part of the Foreshore Access Plan.

Deliver the Redlands Coast Bay and Creeks Plan through Council's bay and creeks program.

Council proactively sampled 13 designated recreational swimming areas across Redlands Coast to ensure safe water quality levels for public health. All 32 samples from the 13 sites were found to be within acceptable bacteriological levels for recreational swimming.

To monitor erosion and sediment control across Redlands Coast, Council conducted 38 proactive inspections at 22 planned development sites and responded to 17 requests from the community in relation to potential erosion and sediment concerns, which resulted in 51 inspections.

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

Council has participated in the Waste Working Group meetings of the Council of Mayors of SE Qld (COMSEQ), including providing input to COMSEQ's updated roadmap for waste management and providing expert advice on the initiative to examine options for treatment of residual waste. Consistent with the objectives of the waste reduction and recycling plan to reduce waste, financial modelling has been updated to evaluate costs and benefits of undertaking treatment of household organic waste. This is to enable evaluation of decisions on how and when to proceed with such changes.

Deliver the Redlands Coast Wildlife Connections Plan through Council's wildlife connections program.

Revegetation and rehabilitation of mapped wildlife corridors has begun. This includes commencement of weed control programs, planting programs, aquatic weed control and monitoring and continuation of volunteer programs. Up to 87% of Council relevant revegetation and rehabilitation works are in and adjacent to mapped wildlife corridors. Up to 65% of registered properties in the Environmental Partnership Program occur in and adjacent to mapped wildlife corridors.

Implement the Coastal Hazards Adaptation Strategy across Redlands Coast.

Council is working with surrounding coastal Councils to scope the coastal monitoring program of beach, tide and water quality to be a more effective and meaningful program. Communications are being developed for the Living Shorelines project which has a broader application to all coastal hazards and community awareness. Aspects of this communication include video, factsheets, signage and web page with regards to Living Shorelines pilot projects. Council was successful in obtaining grant funding through Local Government Association of Queensland to progress the Living Shoreline projects to detailed design stage. Detailed design is underway with final design and approvals pending, estimated completion end of financial year.

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

A tender evaluation report and business case has been finalised.

Deliver the Redlands Coast Koala Conservation Plan through Council's koala conservation program.

Council held three guided educational walks focused on connection and participation in koala conservation actions. Ranger Stacey and the Detection Dogs for Conservation (University of Sunshine Coast) hosted a group of approximately 70 local residents who looked for koalas in the wild. Adults and children walked from Plantation Place Park, to Tulloch Drive Park, both located in Wellington Point, where two koalas were spotted. Education focused on tips and tricks to find koalas and how to record them using Redlands Coast Koala Watch, Councils Koala Conservation Plan and Action Plan and raising awareness of ways residents can help koalas.

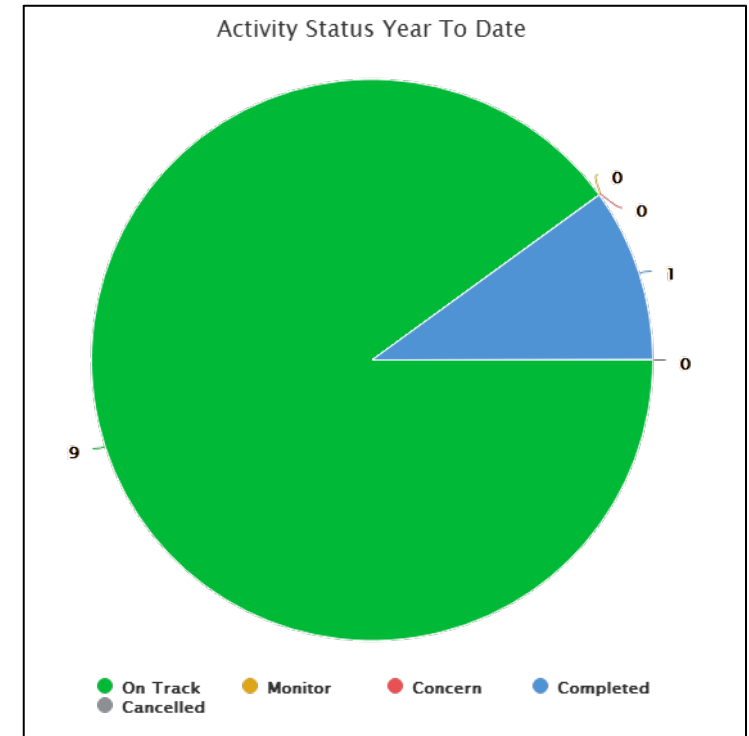
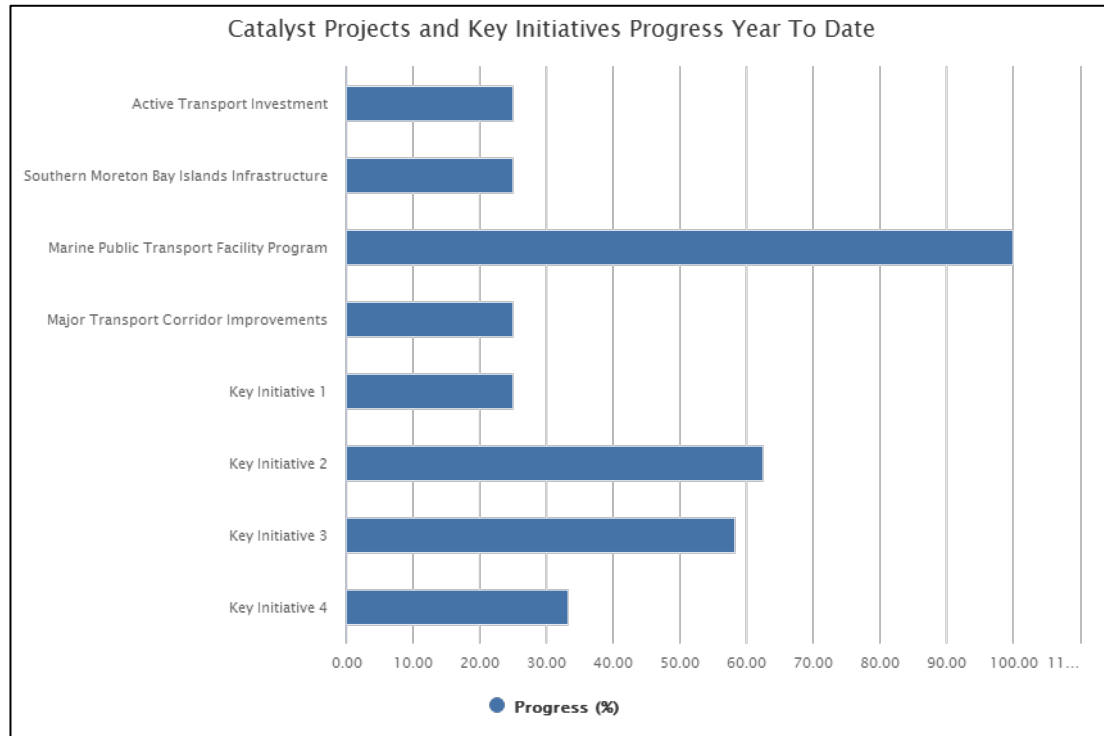
Continue to provide an education program to the Redlands Coast community to support, enhance and encourage environmental understanding and grow environmental connections.

Council had 14 schools visit IndigiScapes for educational programs with a total of 649 participants learning about the environment, including endangered and iconic species, such as the koala. Over 342 families visited IndigiScapes and completed the Explore IndigiScapes Mission – a series of eight interactive games available on the Agents of Discovery App (a learning-based mobile phone game that teaches participants about the Redlands Coast environment).

Deliver the Redlands Coast Biosecurity Plan through Council's biosecurity program.

Council held a Redlands Coast biosecurity Working Group meeting, three invasive biosecurity matter social media posts were made and an invasive biosecurity matter awareness session was provided to the community at the IndigiScapes EcoMarkets. Council also assisted Biosecurity Queensland in monitoring bitou bush and a national response to Black African Sugar ants. An internal consultation was completed for the Redlands Coast Biosecurity Plan 2018-2023 review. Council's surveillance program covered 1,339 inspections and recorded 1,329 flora pest species populations.

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



For details on Liveable Neighbourhoods Key Initiatives 1- 4 refer pages 37 to 39 of this attachment.

Liveable Neighbourhoods – Activities and Tasks – Progress Year to Date


Catalyst Project CP5.1 Active Transport Investment -

Pivot Council's existing transport expenditure to deliver a step-change in active transport connectivity across the city, through improving cycling and pedestrian facilities.


Operational Plan 2023-2024 Activity			Progress	Commentary
CP5.1.1 Finalise the development of a network plan for cycleway and pedestrian infrastructure.			City Assets	
a) Consolidate inputs and facilitate the development of the plan.	Q1	●	25%	
b) Undertake a review of the plan to ensure alignment with Council's affordability and sustainability considerations.	Q1	●	25%	
CP5.1.2 Progress planning for walking and cycle networks in Redlands Coast.			City Planning and Assessment	
a) Continue to liaise with the State Government on walking and cycle network planning and grant opportunities, including planning for the Ormiston section of the Moreton Bay Cycleway.	Q1	●	25%	
CP5.1.3 Continue to work with the State and Commonwealth Governments to progress the South East Queensland (SEQ) City Deal.			Advocacy, Major Projects and Economic Development	
a) As part of the SEQ City Deal, continue to progress the upgrade of the Dunwich Ferry terminal to improve connectivity and promote tourism to North Stradbroke Island/Minjerribah.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
CP5.2.1 Continue to develop a roadmap to improve infrastructure on the Southern Moreton Bay Islands (SMBI).			City Assets	
a) Undertake additional studies required to address the information gaps identified for infrastructure planning on the SMBI.	Q1		25%	

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 2023-2024 Activity			Progress	Commentary
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.			City Assets	
CP5.3 Catalyst Project completed in Quarter Four of Operational Plan 2022-2023. Development opportunities on the Southern Moreton Bay Islands on both adjoining land and through the repurposing of existing structures for recreational purposes have been reviewed, and ferry terminals were upgraded in 2022-2023, with this catalyst project now complete.	Q1		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 2023-2024 Activity			Progress	Commentary
CP5.4.1 Deliver the Wellington Street and Panorama Drive Upgrade Program Stage 1 in partnership with the Commonwealth Government.			City Assets	

Operational Plan 2023-2024 Activity			Progress	Commentary
a) Continue with civil construction works to progress Stage 1 of the Wellington Street and Panorama Drive Upgrade Program.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI5.1.1 Undertake planning to enhance the liveability and prosperity of city centres.			Economic Development and Investment	
a) Develop a place vision and values framework for the city's key activity centres.	Q1	●	25%	
b) Implement an integrated place-led approach for the revitalisation of Cleveland in partnership with local stakeholders.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI5.2.1 Progress local area land use and infrastructure planning investigations.			City Planning and Assessment	
a) Progress a local area planning investigation of an area of the city.	Q1	●	25%	
b) Progress the statutory review of the Local Government Infrastructure Plan.	Q1	●	75%	
c) Continue to progress proposed changes to the planning provisions for the city's canal and lakeside estates as part of 02/20 - Major Amendment - General.	Q1	●	75%	
d) Advocate to the State Government to support the planning outcomes for the Southern Thornlands Potential Future Growth	Q1	●	75%	

Operational Plan 2023-2024 Activity			Progress	Commentary
Area as reflected in 02/21 - Major Amendment - Southern Thornlands Potential Future Growth Area.				

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 2023-2024 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 one minor/administrative amendment and continue to progress 01/22 – Major Amendment - General.	Q1		25%	
b) Continue to offer supporting incentives and support to land owners affected by 03/19 - Major Amendment - Heritage.	Q1		50%	
c) Progress 01/21 - Major Amendment – Environmental Significance Overlay.	Q1		100%	

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 2023-2024 Activity			Progress	Commentary
KI5.4.1 Deliver the Redlands Coast Transport Strategy 2041.			City Planning and Assessment	
a) Facilitate the approval and implementation of the Redlands Coast Active Transport Plan, including the Northern Greenway Transport Corridor and progressing funding discussions with the State Government.	Q1		25%	
b) Progress preparation of the Capalaba District Local Area Transport Plan.	Q1		50%	

Operational Plan 2023-2024 Activity			Progress	Commentary
c) Progress preparation of the Cleveland Centre Local Area Transport Plan.	Q1	●	25%	

Liveable Neighbourhoods - Key Activities and Highlights

Undertake planning to enhance the liveability and prosperity of city centres.

A Cleveland Town Centre Activation Program was developed to leverage the unique community assets, ideas and aspirations for the future of Cleveland. The program, which highlights the Place Values, Vision and Place Drivers for Cleveland, includes several actions to be delivered by the community, business and private sector with the support of Council. The actions build on long-term goals outlined in past strategies and planning frameworks, and are designed to catalyse the revitalisation of Cleveland and support future investment in the town centre.

Continue to develop a roadmap to improve infrastructure on the Southern Moreton Bay Islands (SMBI).

Roadmap has been prepared and stakeholders across Council are being engaged on individual actions to address gaps and undertake further studies to progress the delivery of infrastructure on the Southern Moreton Bay Islands.

Finalise the development of a network plan for cycleway and pedestrian infrastructure.

The work currently being undertaken by consultants to develop a pedestrian and cycling network plan is 80% completed. The consultant is now concentrating on providing a work schedule for the 10-year CAPEX based on affordability.

Progress planning for walking and cycle networks in Redlands Coast.

In September 2023, the Department of Transport and Main Roads (DTMR) announced that the Moreton Bay Cycleway - Ormiston Link Options Analysis will receive a Local Government Cycle Grant to cover 50% of the costs of conducting the Analysis.

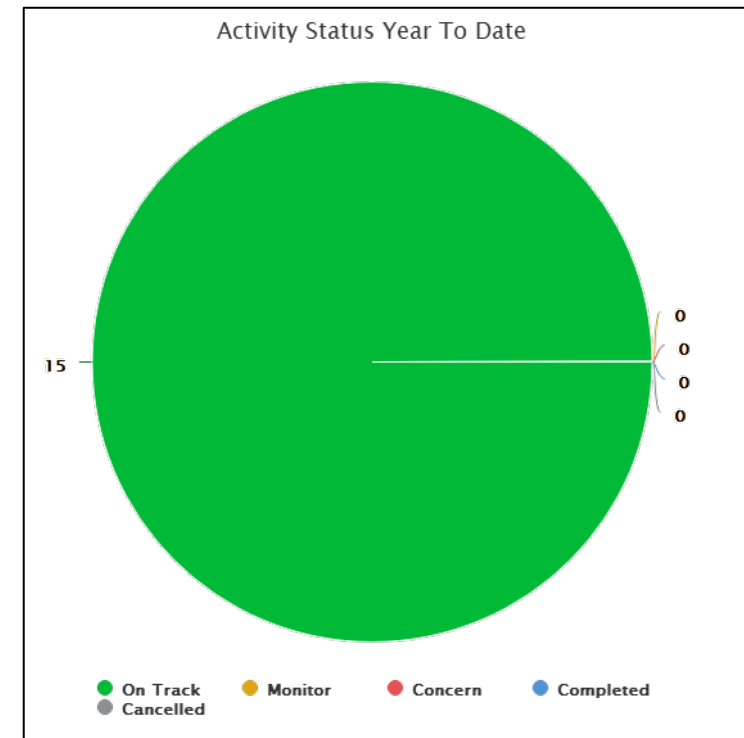
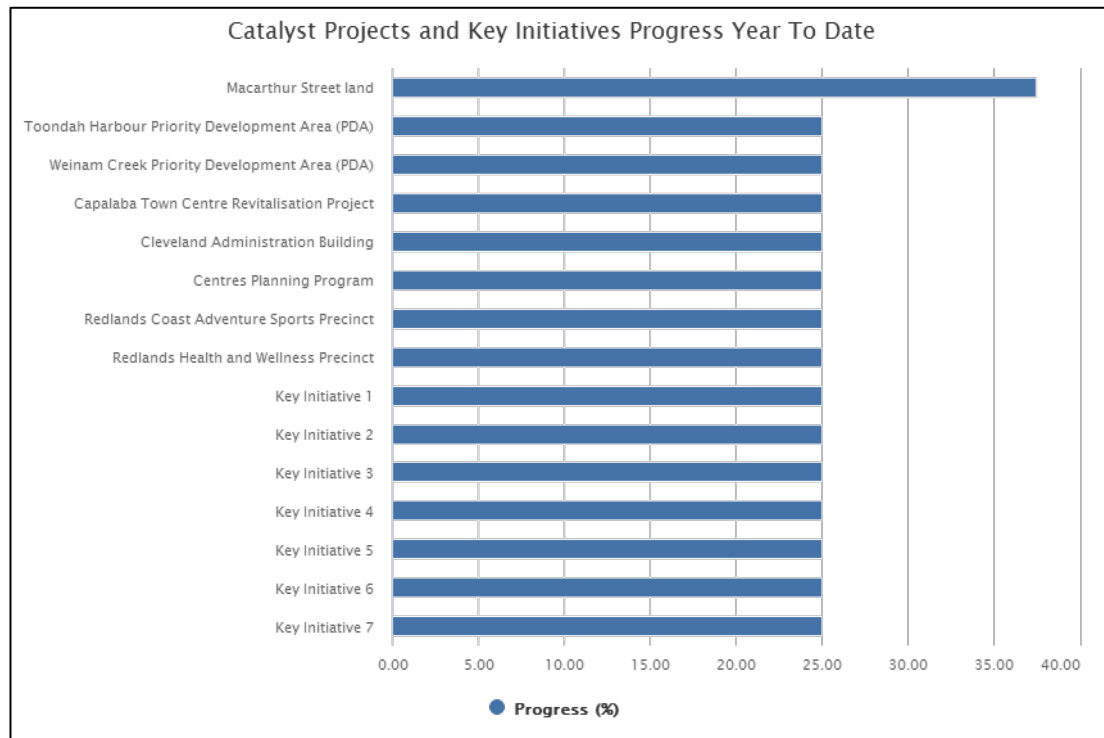
Deliver the Redlands Coast Transport Strategy 2041.

Council continues to deliver the Redlands Coast Transport Strategy through progressing local area transport plans and the Redlands Coast Active Transport Strategy.

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

Works are approaching the halfway mark and are on track with the \$57.4 million 2.3km Wellington Panorama Road Upgrade. Road users are now using over 1km of new roadway while the existing lanes are being renewed. 1.2km of dedicated shared pedestrian cycleway have been completed allowing safe passage on the western side of the road.

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



For details on Thriving Economy Key Initiatives 1-7 refer pages 45 to 48 of this attachment.

Thriving Economy – Activities and Tasks – Progress Year to Date

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

Operational Plan 2023-2024 Activity			Progress	Commentary
CP6.1.1 Deliver a sustainable property solution for the existing built and natural environment that optimises opportunities on Macarthur Street land.			Environment and Regulation	
a) Implement a mid-term strategy to improve site utilisation and performance through a balance of interim commercial and community activation.	Q1	●	50%	
b) Continue development of a long-term strategy that results in an agreed highest and best use on Macarthur Street land.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
CP6.2.1 Redland Investment Corporation (RIC) to progress the delivery of the Toondah Harbour Priority Development Area (PDA).			Advocacy, Major Projects and Economic Development	
a) Provide a full risk management plan with mitigation strategies for the delivery of the project and monthly updates to Council.	Q1	●	25%	
b) Identify feasible alternative parking options for the local community and residents for Council approval.	Q1	●	25%	
c) Continue to monitor and report on all Commonwealth and State Government approvals.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
CP6.3.1 Redland Investment Corporation (RIC) to progress the delivery of the Weinam Creek Priority Development Area (PDA).			Advocacy, Major Projects and Economic Development	
a) Commence construction of the new recreational boat ramp.	Q1	●	25%	
b) Find suitable alternative parking options for approval by Council.	Q1	●	25%	
c) Prepare viable Stage 3b to 3d options for Council approval, with an acceptable overall staging program for the complete works.	Q1	●	25%	


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 2023-2024 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) Provide a baseline program for project delivery including the development application with monthly reports to Council.	Q1	●	25%	
b) Provide a risk management plan including mitigation strategies for project delivery with monthly reports to Council.	Q1	●	25%	



Catalyst Project CP6.5 Cleveland Administration Building -

Undertake a review of Council's Cleveland accommodation requirements.

Operational Plan 2023-2024 Activity			Progress	Commentary
CP6.5.1 Continue to review Council's Cleveland accommodation.			Major Projects	
a) Continue to explore location siting opportunities.	Q1		25%	


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 2023-2024 Activity			Progress	Commentary
CP6.6.1 Build strategic partnerships to maximise potential investment in Redlands Coast city centres.			Economic Development and Investment	
a) Progress opportunities for activation of the Cleveland and Capalaba Principal Activity Centres.	Q1		25%	
b) Implement a Local Retail Activation Toolkit to stimulate activity in city centres.	Q1		25%	

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 2023-2024 Activity			Progress	Commentary
CP6.7.1 Progress development of the Redlands Coast integrated Aquatic Centre and Olympic standard Canoe-Kayak Slalom facility to provide additional sport, recreation and emergency services education and training facilities, as part of the Birkdale Community Precinct.			Major Projects	
a) Handover the construction site for the development of the Redland Whitewater Centre to the State Government.	Q1		25%	

Operational Plan 2023-2024 Activity			Progress	Commentary
b) Finalise the Local Government Infrastructure Designation submission.	Q1	●	25%	

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 2023-2024 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) Continue to partner with Mater Health, Metro South Health and other stakeholders to progress collaboration opportunities.	Q1	●	25%	
b) Continue to advocate for expanding the delivery of health services in the city.	Q1	●	25%	

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 2023-2024 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	

Operational Plan 2023-2024 Activity			Progress	Commentary
a) Continue to deliver industry sector plans through partnerships and collaborations with peak bodies, industry, business and other levels of government.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI6.2.1 Promote Redlands Coast as a must-visit tourism destination.			Communication, Engagement and Tourism	
a) Implement actions identified in the Redlands Coast Destination Management Plan 2023- 2028.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI6.3.1 Continue to advocate for high-speed internet in the city's key business centres.			Economic Development and Investment	
a) Continue to engage with internal and external stakeholders to understand existing network capacity, business needs and future opportunities.	Q1	●	25%	

Key Initiative KI6.4 Key Initiative 4 -

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

Operational Plan 2023-2024 Activity			Progress	Commentary
KI6.4.1 Position the city to be a leader in the circular economy.			Economic Development and Investment	
a) Collaborate with circular economy industry leaders to advance opportunities for Redlands Coast.	Q1	●	25%	

Operational Plan 2023-2024 Activity			Progress	Commentary
b) Work with local manufacturers to explore circular opportunities in local supply chains.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI6.5.1 Develop a strategic approach to investment attraction to target specific market opportunities in Redlands Coast.			Economic Development and Investment	
a) Develop an investment prospectus and investment collateral to promote opportunities in the city's key sectors and key catalyst sites.	Q1	●	25%	
b) Create a suite of investment ready opportunities for Council that can be promoted to the private sector.	Q1	●	25%	
c) Position Council to attract and retain local, regional, national and international investment aligned with the Redland City Economic Development Framework.	Q1	●	25%	
d) Market and promote investment opportunities through a range of media to target audiences.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI6.6.1 Attract and retain key events on Redlands Coast.			Communication, Engagement and Tourism	
a) Continue to advocate for improved infrastructure upgrades at event venues across Redlands Coast to cater for increased utilisation of parks and open spaces for events.	Q1	●	25%	

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

Operational Plan 2023-2024 Activity			Progress	Commentary
KI6.7.1 Support festivals and events that attract and drive visitors to Redlands Coast.			Communication, Engagement and Tourism	
a) Continue to provide sponsorship opportunities including targeted funding for signature and civic events to attract and retain major festival and events to Redlands Coast.	Q1		25%	

Thriving Economy - Key Activities and Highlights

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

The Hamilton Street extension (Stage 3a) continued to progress and works commenced on the new boat ramp, including demolition of the old marina berths within the Weinam Creek Priority Development Area. The tender for a development partner commenced and is in the request for detailed proposal phase.

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

The master plan development application for the Capalaba Town Centre Revitalisation was lodged with Council for assessment. The road closure offer was received from the State Government. Redland Investment Corporation provided regular project updates at Steering Committee meetings.

Build strategic partnerships to maximise potential investment in Redlands Coast city centres.

The Cleveland Revitalisation Project was initiated in collaboration with the local businesses community to create a roadmap for the future revitalisation of Cleveland Town Centre, ensuring the creation of a place that reflects local ideas, aspirations and retains its unique character.

Develop a strategic approach to investment attraction to target specific market opportunities in Redlands Coast.

Council continued to cultivate relationships with domestic and international partners and investors including exploring key priority markets including Japan, Taiwan and India. Initial contact was made with several potential investors and stakeholders who have expressed keen interest in Redlands Coast. Marketing and promotional strategies for investment attraction were initiated including preparation for the 2023 Asia Pacific Cities Summit. Council continued to monitor market trends and conditions to capitalise on opportunities and mitigate potential risks.

Continue to review Council's Cleveland accommodation.

Council progressed a lease opportunity for the Mater building at 46 Middle Street, Cleveland with the specific use of the building to be finalised. The intent is to use the top floor to create more physical space for employees, while the ground floor will be a public space where Council can showcase visitor information, major plans, projects and updates as they occur.

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

The review of the draft Manufacturing Industry Sector Plan continued, focusing on its alignment with current trends and emerging opportunities. Council remains dedicated to bolstering the sector including showcasing a local manufacturing business during the State Government's Advanced Manufacturing Week to demonstrate innovative manufacturing techniques and processes.

As part of Council's commitment to strengthening international education linkages, Council welcomed Japanese university students from Gifu University Medical School. Students visited various facilities in the city to expand their knowledge in health care.

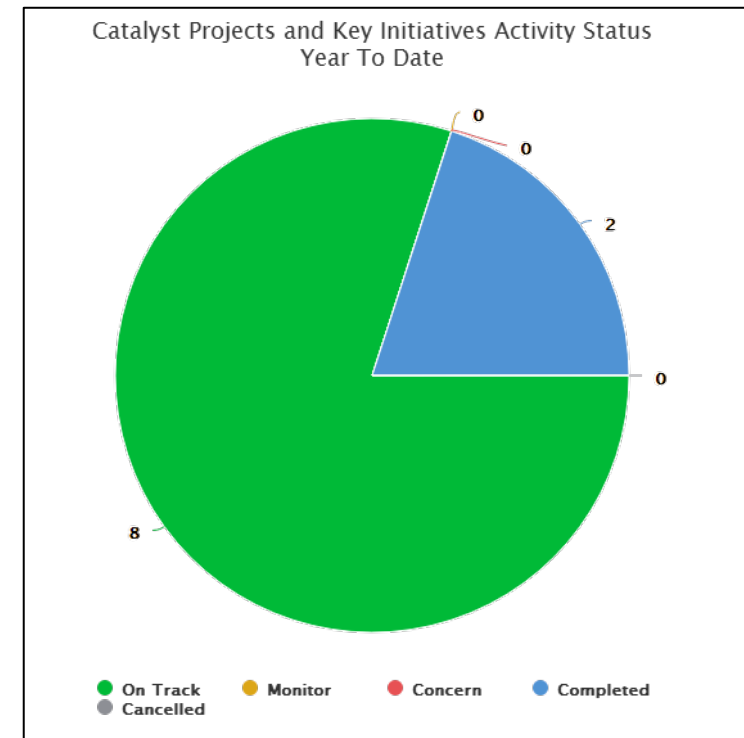
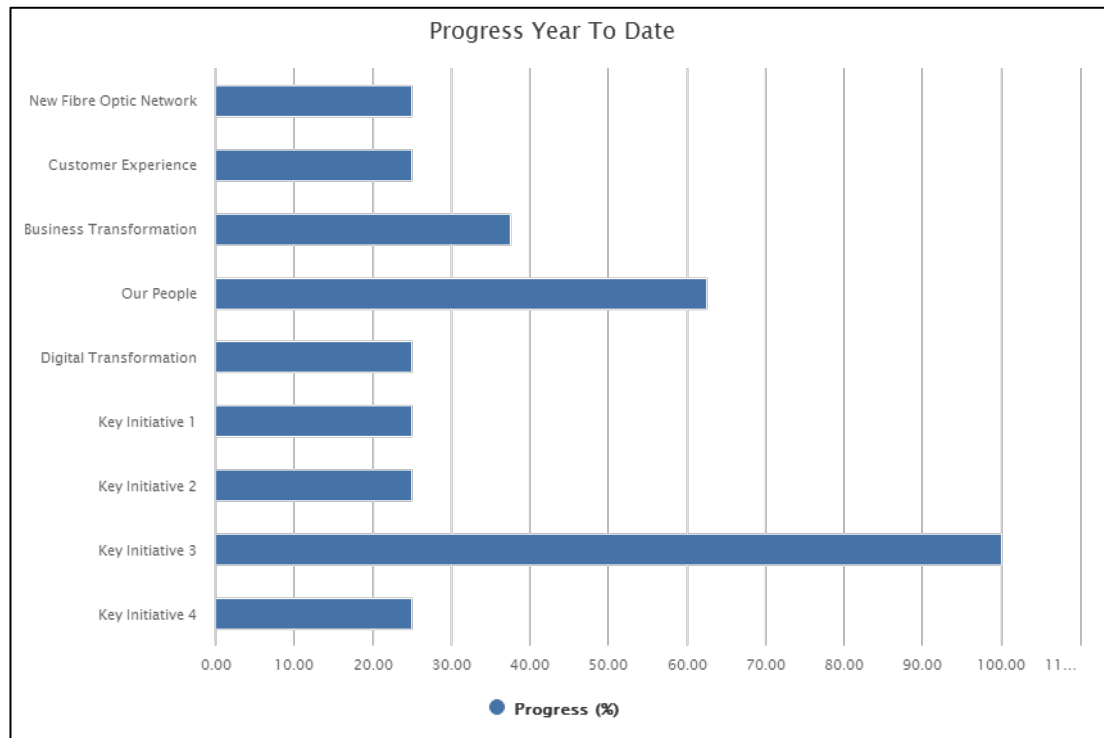
Redland Investment Corporation (RIC) to progress the delivery of the Toondah Harbour Priority Development Area (PDA).

The Environmental Impact Statement (EIS) for the Toondah Harbour Priority Development Area has been submitted to the Federal Government and is in the adequacy review stage. Redland Investment Corporation provided regular project update at Steering Committee meetings.

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

Council continued to engage with key stakeholders to advance the Redlands Health and Wellness Precinct.

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



For details on Efficient and Effective Organisation Key Initiatives 1- 4 refer pages 54 to 55 of this attachment.

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

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



Operational Plan 2023-2024 Activity			Progress	Commentary
CP7.1.1 Continue to progress the Redlands Coast Fibre Optic Network.			Corporate Services	
a) Finalise Stage 2b of the Fibre Optic Network Program across Redlands Coast.	Q1	●	25%	
b) Explore options to allow commercial arrangements with a nominated carrier to realise community benefits.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
CP7.2.1 Deliver Council's Customer Experience (CX) Strategy 2022-2032 and engage with the Redlands Coast community to enhance our digital capabilities.			Customer and Cultural Services	
a) Implement Council's CX performance measures aligned to the CX Strategy for customer satisfaction, customer effort and customer responsiveness.	Q1	●	25%	
b) Ensure process improvement initiatives are informed by customer insights aimed at improving CX.	Q1	●	25%	
c) Continue to enable CX outcomes by building core capabilities that deliver customer-centric outcomes.	Q1	●	25%	



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 2023-2024 Activity			Progress	Commentary
CP7.3.1 Continue to deliver the Business Transformation Strategy 2022-2027.			People, Culture and Organisational Performance	
a) Deliver priority actions identified in the implementation plan.	Q1		25%	
b) Review and report on the progress of the Business Transformation Strategy 2022-2027.	Q1		50%	

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 2023-2024 Activity			Progress	Commentary
CP7.4.1 Deliver Council's People Strategy including promoting flexibility in employee work arrangements and practices.			People, Culture and Organisational Performance	
a) Review, improve and embed new ways of working, including hybrid work arrangements.	Q1		25%	
CP7.4.2 Continue Council's focus and commitment to responsible leadership within the organisation.			People, Culture and Organisational Performance	
a) Develop a new Leadership Development Plan.	Q1		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 2023-2024 Activity			Progress	Commentary
CP7.5.1 Continue to develop an Information Management Strategy for Council.			Corporate Services	

Operational Plan 2023-2024 Activity			Progress	Commentary
a) Develop the Program Management Plan and Benefits Realisation Plan to support the delivery of the Digital Transformation Program.	Q1	●	25%	
b) Complete the annual review of the Information Management Strategy for Council.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI7.1.1 Review and transform Council's services in response to our changing environment and community.			People, Culture and Organisational Performance	
a) Commence trial of service reviews.	Q1	●	25%	
b) Engage with key internal stakeholders to develop the service catalogues for Council.	Q1	●	25%	

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 2023-2024 Activity			Progress	Commentary
KI7.2.1 Continue Council's transformation toward asset management best practice.			Major Projects	
a) Commence implementation of the strategic asset management roadmap.	Q1	●	25%	

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

Operational Plan 2023-2024 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%	

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 2023-2024 Activity			Progress	Commentary
KI7.4.1 Advance Council's strategic procurement operating model.			Procurement and Contracts	
a) Continue to develop and implement the procurement maturity model roadmap.	Q1		25%	
b) Deliver procurement training and development programs across Council to improve procurement capability.	Q1		25%	

Efficient and Effective Organisation - Key Activities and Highlights

Continue Council's focus and commitment to responsible leadership within the organisation.

A new Leadership Development Plan was presented in February 2023 which was approved later in July 2023 by the Executive Leadership Team. Council launched the new Leading Together Program to strengthen collective and systemic leadership at Executive and Senior Leadership Teams levels. A new Leadership Group called the People Leaders Group, transitioned from the existing Operational Leadership Group, to include all leaders within the organisation.

Review and transform Council's services in response to our changing environment and community.

A service improvement review is currently being progressed. Initial engagements to progress the development of the service catalogues have commenced.

Continue to deliver the Business Transformation Strategy 2022-2027.

The implementation of the Business Transformation Strategy is progressing as planned. The Innovation Framework has been released and training to support the Innovation Capability Program has been developed. Some significant transformation projects have been completed and others commenced to support the implementation of the Business Transformation Strategy. The status report is currently being drafted with anticipated release in Quarter 2.