

# **Operational Plan 2024-2025**

**Year End Summary**

**and**

**Performance Report**

**Q4 FY 2024-2025**



## Operational Plan Performance Reporting

The *Local Government Act 2009* requires Council to adopt an operational plan each year. The Operational Plan 2024-2025 (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 the activities that will be undertaken to achieve the 30 catalyst projects and 37 key initiatives.

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.

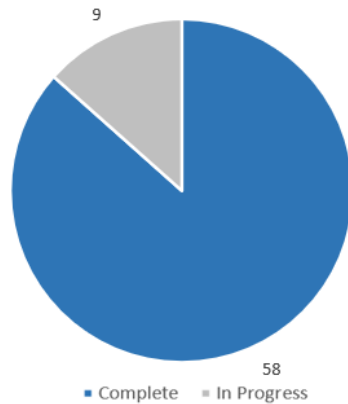
The Operational Plan Quarterly Performance Report includes a progress and status update for the 73 activities for catalyst projects and key initiatives outlined in the Plan. The report provides commentary by exception on activity tasks that have a monitor or concern status. In addition, the report provides Key Activities and Highlights under each goal (theme) of the Corporate Plan.

## What's in the Operational Plan 2024-2025?

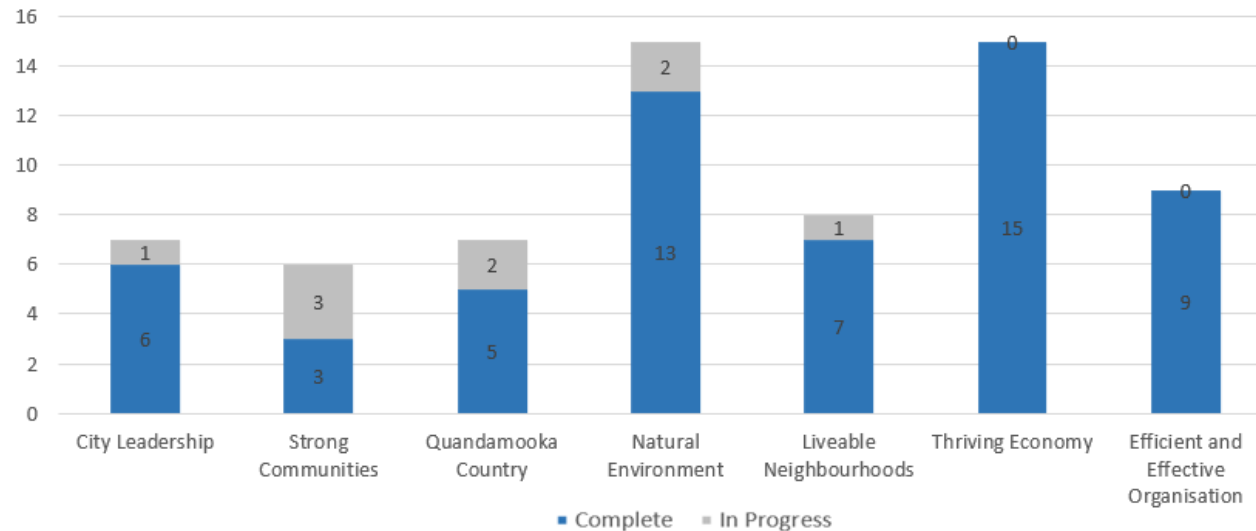
	Goals (Themes)	Catalyst Project Activities	Key Initiative Activities
	CITY LEADERSHIP	3	4
	STRONG COMMUNITIES	3	3
	QUANDAMOOKA COUNTRY	3	5
	NATURAL ENVIRONMENT	4	11
	LIVEABLE NEIGHBOURHOODS	6	4
	THRIVING ECONOMY	9	8
	EFFICIENT AND EFFECTIVE ORGANISATION	6	4

# Operational Plan 2024-2025 Year End Summary

Operational Plan 2024-2025 Year End Summary



Operational Plan 2024-2025 Year End Summary



The Operational Plan 2024-2025 is Council's fourth annual plan to implement Our Future Redlands – A Corporate Plan to 2026 and Beyond.

In 2024-2025, Council completed all activities for 57 of 67 catalyst projects and key initiatives articulated in the Operational Plan 2024-2025.

A progress status and comment has been provided for all tasks not completed in 2024-2025. Council will continue to progress the remaining activities for the catalyst projects and key initiatives from the Operational Plan 2024-2025 and monitor key challenges.

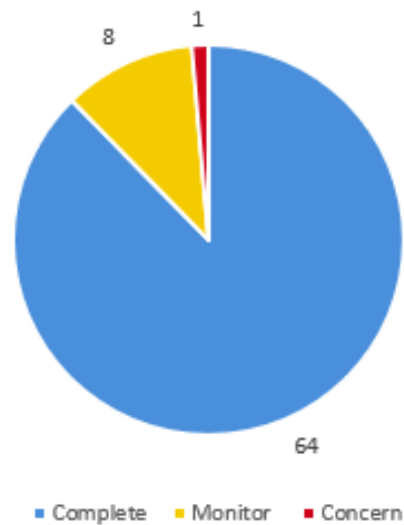
In 2024-2025, Council finalised three Corporate Plan catalyst projects:

- CP5.2 Southern Moreton Bay Islands Infrastructure
- CP7.1 New Fibre Optic Network
- CP5.4 Major Transport Corridor Improvements

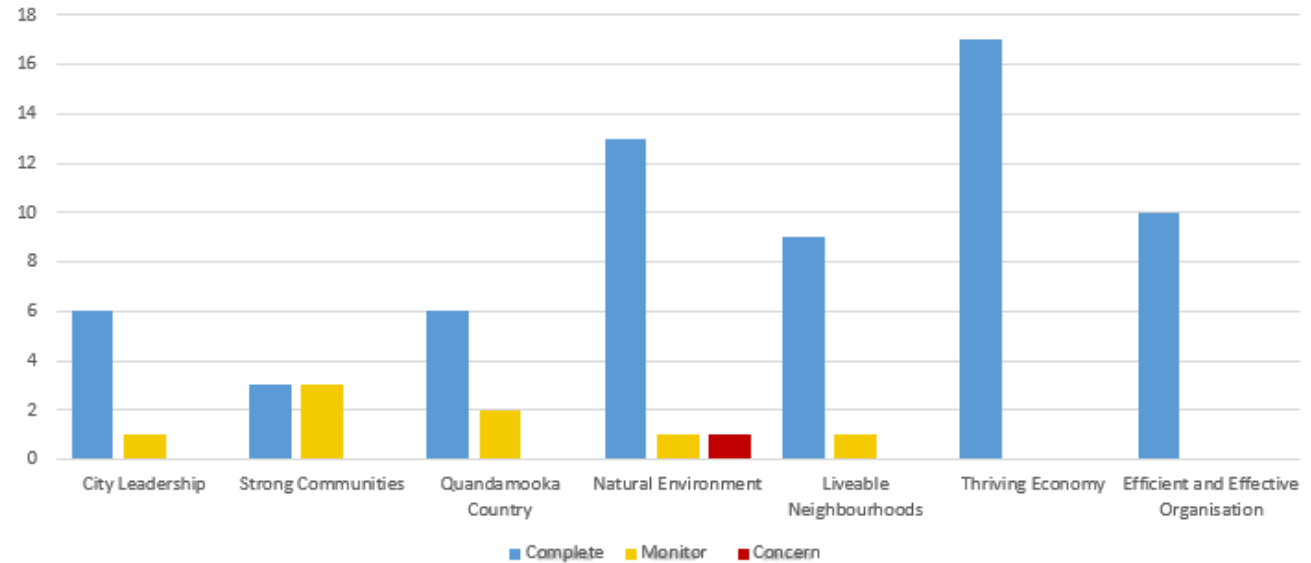
In previous years Council has finalised 7 of 67 catalyst projects and key initiatives, and with an additional three finalised in 2024-2025, now has 57 remaining catalyst projects and key initiatives to be implemented under the current Corporate Plan.

## Operational Plan 2024-2025 Activity Quarter Four Progress

Operational Plan Activity Progress



Operational Plan Activity Status By Theme



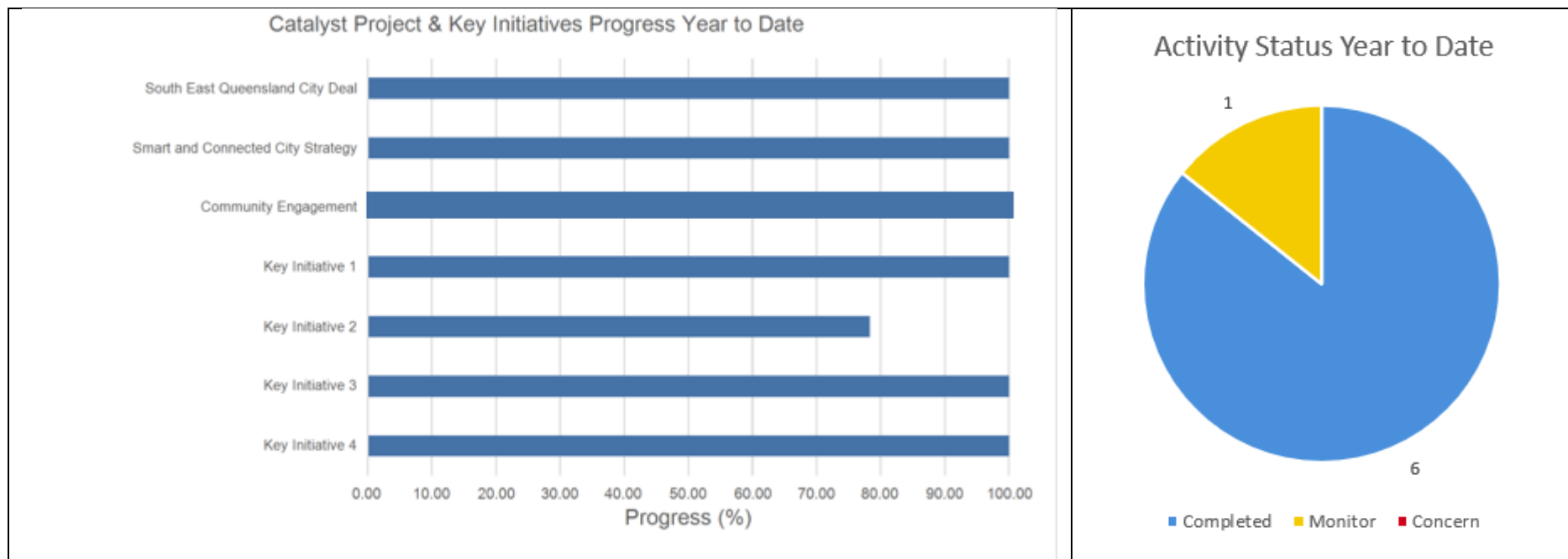
	Monitor	Concern	Completed
City Leadership	1	0	6
Strong Communities	3	0	3
Quandamooka Country	2	0	6
Natural Environment	1	1	13
Liveable Neighbourhoods	1	0	9
Thriving Economy	0	0	17
Efficient and Effective Organisation	0	0	10

## Operational Plan 2024-2025 Activity Quarter Four Progress – Organisational Performance

Name	Monitor	Concern	Completed	Total Number of Activities
Advocacy, Major Projects and Economic Development	2	0	21	23
Community and Customer Services	3	0	13	16
People, Culture and Organisational Performance	0	0	4	4
Organisational Services	3	0	14	17
Infrastructure and Operations	0	1	12	13
Total	8	1	64	73

Name	Monitor	Concern	Completed	Total Number of Activities
Advocacy	0	0	3	3
Advocacy, Major Projects and Economic Development	0	0	1	1
City Assets	0	1	10	11
City Operations	0	0	2	2
City Planning and Assessment	1	0	3	4
Communication, Engagement and Tourism	1	0	7	8
Communities	1	0	0	1
Corporate Governance	2	0	3	5
Corporate Services	0	0	3	3
Customer and Cultural Services	0	0	2	2
Economic Development and Partnerships	0	0	11	11
Environment and Regulation	1	0	8	9
Major Projects	2	0	6	8
People, Culture and Organisational Performance	0	0	4	4
Procurement and Contracts	0	0	1	1
Total	8	1	64	73









## City Leadership – Catalyst Projects and Key Initiatives – 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 2024-2025 Activity			Progress	Commentary
CP1.1.1 Continue to 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.			Advocacy, Major Projects and Economic Development	
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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
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%	
	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 2024-2025 Activity			Progress	Commentary
CP1.2.1 Continue to engage with key stakeholders on smart city opportunities.			Economic Development and Partnerships	
a) Embed opportunities for smart city solutions in planning for major projects and precincts.	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 2024-2025 Activity			Progress	Commentary
CP1.3.1 Strengthen Council’s internal capacity in planning, delivering and assessing community engagement to provide insights based on data.			Communication, Engagement and Tourism	
a) Train internal engagement and technical officers in the International Association for Public Participation (IAP2) methodology and implement a broad range of engagement methods.	Q1		25%	
	Q2		90%	
	Q3		90%	
	Q4		100%	
b) Finalise and implement Council's Community Engagement Framework.	Q1		50%	
	Q2		80%	
	Q3		80%	
	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 2024-2025 Activity			Progress	Commentary
KI1.1.1 Improve community access to information on Redland City's catalyst projects.			Communication, Engagement and Tourism	
a) Co-locate the Visitor Information Centre with a new Major Project Hub.	Q1		25%	
	Q2		75%	
	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 2024-2025 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) Commence redevelopment of Council's corporate website.	Q1		5%	The positions needed to undertake redevelopment have been evaluated and are set to be recruited. The project is standing up in quarter two.
	Q2		25%	The Content Management System has been decided, and the project team have been stood up. The project will run from February to May 2025.
	Q3		30%	Council has completed a review of all Corporate Website pages to identify which content will be migrated, consolidated, or archived. The procurement process has progressed, with the contract pending execution.
	Q4		60%	The process of migrating Council's websites to the new platform is well underway, with anticipated go-live scheduled for late August 2025. This activity is included in the Operational Plan 2025-2026.
b) Explore options for digitisation of current print publications.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		75%	Options for digitisation of print products continue to be explored, including methods for building an acceptable subscription database level. This will be continued as part of business as usual in the 2025/26 Financial Year.
c) Pilot new corporate communication activities to increase awareness around Council operations and services.	Q1		35%	
	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 2024-2025 Activity			Progress	Commentary
KI1.3.1 Finalise and implement the Redlands Coast Advocacy Framework and continue to build partnerships with both the State and Commonwealth Governments.			Advocacy	
a) Finalise and launch the Redlands Coast Advocacy Framework to the business community.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue to test and continuously improve the Framework and toolkit by taking key projects through the advocacy process.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Continue discussions and building partnerships with key State and Commonwealth Government ministers and senior officials.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) Develop a State Election 2024 Advocacy Strategy for Redlands Coast.	Q1		25%	
	Q2		100%	
	Q3		100%	
	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 2024-2025 Activity			Progress	Commentary
KI1.4.1 Continue to undertake research and commence preparing an advocacy management plan to direct advocacy efforts for all islands to be recognised as regional status by the State and Commonwealth Governments.			Advocacy	
a) Continue to engage with key stakeholders, including the Redlands Coast Island Working Group, on informing and progressing the advocacy approach.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue to develop the advocacy management plan while remaining agile to changes in the political and funding environments.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

## City Leadership - Key Activities and Highlights

### **Continue to engage with key stakeholders on smart city opportunities.**

Council joined the Next Gen Visitor Economy Cooperative Research Centre (CRC) bid with Griffith University as a supportive partner to pursue opportunities for the Redlands Coast Visitor Economy through use of AI and smart technologies.

Council contributed to the draft SEQ Digital Plan through Council of Mayors Southeast Queensland.

### **Strengthen Council's internal capacity in planning, delivering and assessing community engagement to provide insights based on data.**

The Community Engagement Framework was adopted by Council on 18 June 2025, and implementation is underway.

### **Improve community access to information on Redland City's catalyst projects.**

A historical timeline and artefacts from the catalyst project at Willards Farm Birkdale, are on display in the city showcase space at the Redlands Coast Visitor Information Centre.

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

The process of migrating Council's websites to the new platform is well underway.

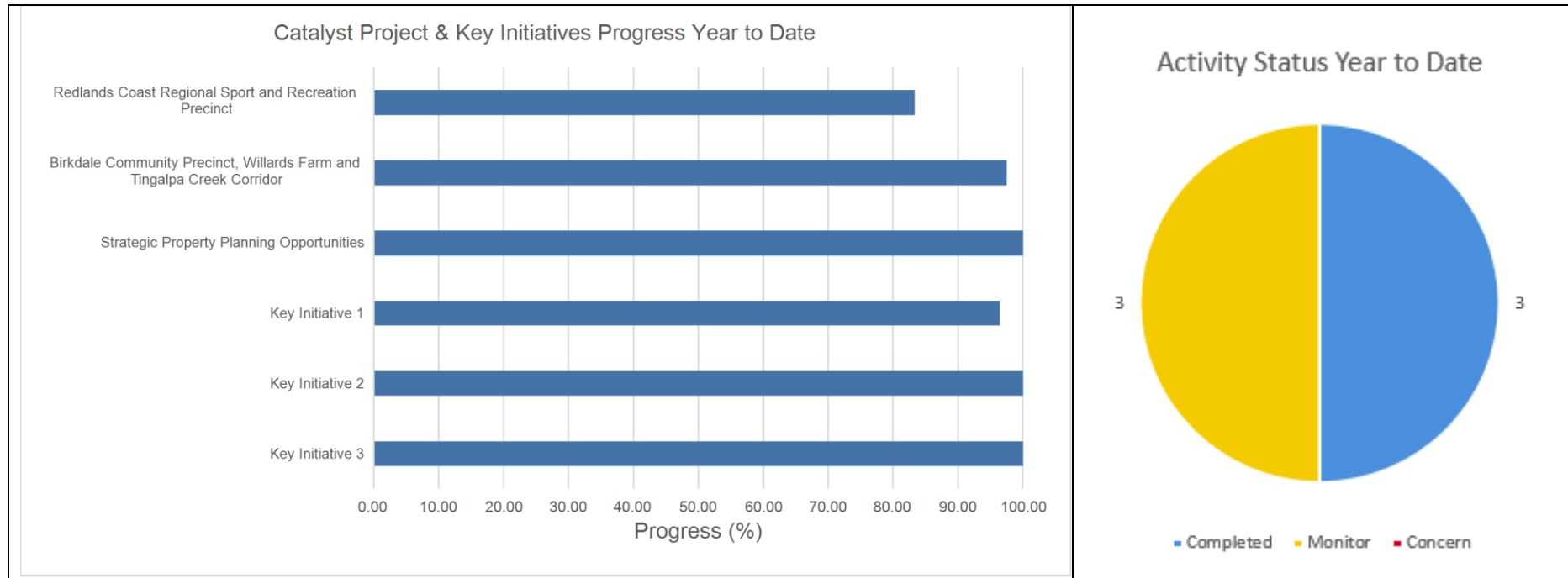
### **Finalise and implement the Redlands Coast Advocacy Framework and continue to build partnerships with both the State and Commonwealth Governments.**

The Advocacy Framework continues to guide advocacy activities and prioritisation. Advocacy tools, such as the advocacy management plan template, are being utilised to effectively manage key advocacy initiatives. Ongoing partnership and relationship-building with key State and Commonwealth ministers, members, and senior officials remains a priority and is 'always on'. An advocacy campaign was delivered for the 2024 State Election and the 2025 Federal Election.

### **Continue to undertake research and commence preparing an advocacy management plan to direct advocacy efforts for all islands to be recognised as regional status by the State and Commonwealth Governments.**

A roadmap to direct advocacy efforts and identify opportunities for regional status recognition for Redland Coast islands has been delivered.









## Strong Communities – Catalyst Projects and Key Initiatives – Quarter Four Progress







For details on Strong Communities Key Initiatives 1-3 refer pages 16 to 19 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 2024-2025 Activity			Progress	Commentary
CP2.1.1 Plan for the effective delivery of community sport and recreation facilities at Heinemann Road, Mount Cotton, in accordance with the revised Precinct Master Plan.			Major Projects	
a) Finalise assessment of the revised Precinct Master Plan under the Environment Protection and Biodiversity Conservation Act 1999.	Q1		75%	
	Q2		75%	
	Q3		75%	
	Q4		75%	The project is subject to approval under the Environment Protection and Biodiversity Conservation (EPBC) Act, once the EPBC application has been approved, the project can be progressed. This activity is included in the Operational Plan 2025-2026.
b) Commence construction works to progress the delivery of the revised Redlands Coast Regional Sport and Recreation Precinct Master Plan 2023.	Q1		5%	The Redlands Coast Regional Sport and Recreation Precinct has been referred to the Commonwealth Government for assessment under the Environmental Protection and Biodiversity Act 1999. If approval is obtained, the project will be progressed subject to funding and Council’s budget prioritisation process.
	Q2		50%	
	Q3		75%	
	Q4		75%	The project is subject to approval under the Environment Protection and Biodiversity Conservation (EPBC) Act, once the EPBC Act has been approved, the project can be progressed. This activity is included in the Operational Plan 2025-2026.









c) Continue to support implementation of a city-wide sport strategy as part of meeting current and future sport and recreation needs for the Redlands Coast community.	Q1		50%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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 2024-2025 Activity			Progress	Commentary
CP2.2.1 Progress development of the Birkdale Community Precinct.			Major Projects	
a) Progress the Local Government Infrastructure Designation.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		95%	Preparation of the Local Government Infrastructure Designation (LGID) for the Birkdale Community Precinct is currently underway. The proposed designation is developed and planned to be submitted for Council consideration in the 2025/26 Financial Year.
b) Finalise restoration works at Willards Farm and determine activation opportunities.	Q1		50%	
	Q2		75%	
	Q3		75%	
	Q4		100%	













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

Operational Plan 2024-2025 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 performance of Council's property portfolio.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Develop the property acquisition pathway using service plans and future property asset requirements to inform delivery of strategic property objectives and short and long term budget forecasting.	Q1		25%	
	Q2		50%	
	Q3		75%	
	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 2024-2025 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	
a) Continue to implement the Redlands Coast Stronger Communities Strategy 2024- 2027.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	





b) Continue to implement the Redlands Coast Age-friendly Action Plan 2021-2026.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Continue to implement the Redlands Coast Young People's Action Plan 2024-2027.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) Develop the Redlands Coast Community Safety Action Plan.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		75%	Delivery of the community engagement component was delayed due to Tropical Cyclone Alfred. All external community engagement is complete, and development of the draft plan is scheduled to commence in August 2025. This activity is included in the Operational Plan 2025-2026.
e) Deliver capacity building workshops to not-for-profit community groups to enhance their organisational sustainability.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
f) Deliver the 2024-2025 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%	
	Q2		50%	
	Q3		75%	

	Q4		100%	
g) Undertake planning and activities to enhance community perceptions and experiences 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 2024-2025 Activity			Progress	Commentary
KI2.2.1 Continue to evolve the range of services, programs, events and workshops that celebrate local identity and engage our communities and visitors.			Customer and Cultural Services	
a) Align programs, events and workshops to Council's Library Services Strategic Plan 2023-2028 reflecting the changing priorities of the Redlands Coast community.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Deliver the Creative Arts Service Strategic Plan 2024-2029 and embrace opportunities to grow, showcase and adapt the arts and cultural offering to reflect the uniqueness of the Redlands Coast for a diverse and enriched customer experience and artistic presence.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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

Operational Plan 2024-2025 Activity			Progress	Commentary
KI2.3.1 Leverage emergent opportunities to attract tertiary education institutions to Redlands Coast.			Economic Development and Partnerships	
a) Support credible investment proposals to establish a university presence in the Redlands Coast that can deliver Australian Qualifications Framework (AQF) Level 7 or higher qualifications.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

## Strong Communities - Key Activities and Highlights

### **Plan for the effective delivery of community sport and recreation facilities at Heinemann Road, Mount Cotton, in accordance with the revised Precinct Master Plan.**

Council continues to progress the Redlands Coast Regional Sport and Recreation Precinct project assessment under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act). Once the EPBC Act approval has been obtained, the project will be progressed, subject to funding and Council's budget prioritisation process.

### **Progress development of the Birkdale Community Precinct.**

The Birkdale Community Precinct is proposed to be developed under a Local Government Infrastructure Designation, which is being prepared for Council consideration. The restoration of the Willards Farm buildings has been completed. Stage 1 landscaping is due for completion by the end of September 2025. Activation opportunities are being explored.

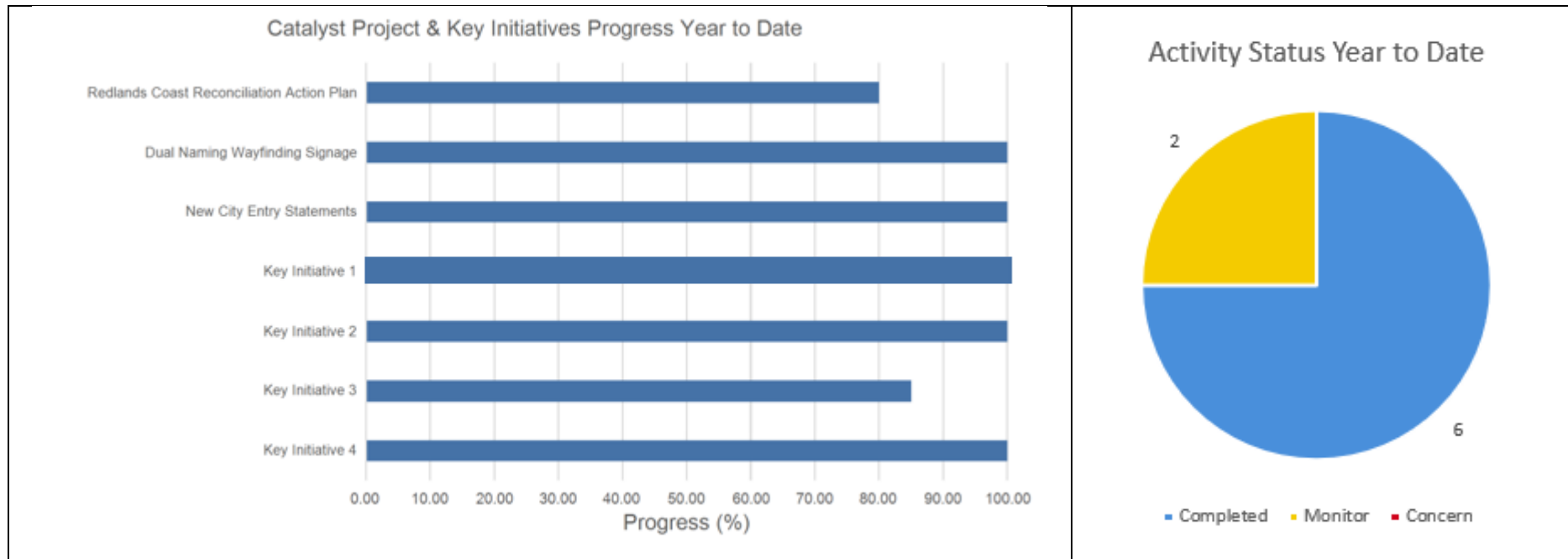
### **Implement the Stronger Communities Strategy and Action Plans by delivering initiatives that enhance community wellbeing, build capacity and strengthen the resilience of Redlands Coast communities.**

The Implementation of the Stronger Communities Strategy and Action Plans progressed, including community engagement on the Community Safety Action Plan, Redlands Coast Change Challenge for Youth, the 30th Anniversary of the Redland Coast Youth Services Network, and the Tech Savvy Tech Safe Forum.

### **Continue to evolve the range of services, programs, events and workshops that celebrate local identity and engage our communities and visitors.**

Council remains committed to providing a diverse array of regular activities, services, and events in alignment with the Library Service Strategic Plan 2023-2028 and the Creative Arts Service Strategic Plan 2024-2029. The Implementation Plans supporting the delivery of both documents have been finalised, and will continue with implementation into the 2025/26 Financial Year and beyond.





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







For details on Quandamooka Country Key Initiatives 1-4 refer pages 23 to 27 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 2024-2025 Activity			Progress	Commentary
CP3.1.1 Establish the External Reconciliation Action Plan Working Group (RAPWG) for Redlands Coast.			Corporate Governance	
a) Continue to work with external RAPWG members to progress the External Reconciliation Action Plan.	Q1		25%	
	Q2		40%	The development of the draft Innovate Reconciliation Action Plan is ongoing. The RAPWG will convene in early 2025 once the draft has been finalised.
	Q3		75%	
	Q4		80%	The Reconciliation Action Plan is to be paused due to advice received from Reconciliation Australia about the need to have active engagement from all parties, which Council does not currently have. This activity is included in the Operational Plan 2025-2026.

**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 2024-2025 Activity			Progress	Commentary
CP3.2.1 Continue to develop a dual naming policy for Council owned assets.			Corporate Governance	
a) Investigate and research other levels of government and legislation to ensure the policy fulfills all necessary requirements.	Q1		25%	
	Q2		50%	
	Q3		80%	
	Q4		100%	












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





Operational Plan 2024-2025 Activity			Progress	Commentary
CP3.3.1 Installation of new city entry statements that include acknowledgement of Quandamooka Country.			Communication, Engagement and Tourism	
COMPLETED - CP3.3 Catalyst Project 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 2024-2025 Activity			Progress	Commentary
KI3.1.1 Support the delivery of Indigenous Land Use Agreement (ILUA) commitments.			Corporate Governance	
a) Re-engage with the newly appointed chair of Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Manage Council's commitments under the ILUA by coordinating with the ILUA Consultative Committee and Protecting Sea, Land and Environment Committee.	Q1		25%	
	Q2		35%	Council's Protecting Sea, Land and Environment committee has reached out to QYAC to arrange future meetings. However, both QYAC and Council are undergoing a reset phase and aim to meet in 2025.
	Q3		75%	









	Q4		75%	Council continued to engage with the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) to uphold its ILUA commitments however, scheduling challenges have impacted the ability to meet. This activity is included in the Operational Plan 2025-2026.
c) Engage and meet with QYAC for the Capital Works forum.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) 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		100%	





**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 2024-2025 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%	
	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 2024-2025 Activity			Progress	Commentary
KI3.3.1 Engage and inform key stakeholders as the Quandamooka Coast Claim progresses through the Federal Court towards a hearing.			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%	
	Q2		25%	Council's response to the Quandamooka Coast Claim continues to be progressed in accordance with the timetable as set out in the Order dated 25 July 2024. Most recently Council filed its evidence on 16 December 2024 in accordance with the Order. Council will continue to progress the matter towards a hearing in accordance the Order, the Federal Court Rules and the Model Litigant Principles.
	Q3		40%	Council filed its evidence on 16 December 2024 in accordance with the Order. The Quandamooka Applicant filed its evidence on 14 March 2025 with the State filing its evidence on 4 April 2025. Council's evidence in response is due to be filed on or before 2 May 2025. Council will continue to progress the matter towards a hearing in accordance the Order, the Federal Court Rules and the Model Litigant Principles.
	Q4		75%	Council's response to the Quandamooka Coast Claim continues to be progressed in accordance with the timetable set out in the Orders dated 25 July 2024 and 30 June 2025. Council filed and served its written opening submissions on 23 June 2025. Council will continue to progress the matter towards a hearing in accordance with the court ordered timetable, the Federal Court Rules and the Model Litigant Principals. This activity is included in the Operational Plan 2025-2026.

b) Continue to identify Council's works and public interests and associated community use and tenures within Native Title Claim areas.	Q1		50%	
	Q2		70%	
	Q3		75%	
	Q4		75%	Council has identified public works, public interests, community use and tenures, and filed evidence relating to same on 16 December 2024 in accordance with the Order. Council intends to file further evidence in this regard on 4 July 2025 in accordance with the Order made on 30 June 2025. This activity is included in the Operational Plan 2025-2026.
c) Continue to keep the Redlands Coast community informed regarding the progress of the Quandamooka Coast Claim through regular website updates.	Q1		25%	
	Q2		50%	
	Q3		50%	Council will continue to update its website regularly to keep the community informed as the claim progresses towards a hearing.
	Q4		75%	Council will continue to maintain the Corporate website to keep the community informed as the claim progresses towards a hearing. This activity is included in the Operational Plan 2025-2026.

Operational Plan 2024-2025 Activity		Progress	Commentary
KI3.3.2 Work with the Quandamooka People and wider First Nations community living in Redlands Coast, to program engaging and educational events that will promote respect and foster understanding of Quandamooka culture.		Communication, Engagement and Tourism	
a) Deliver National Aborigines' and Islanders' Day Observance Committee (NAIDOC) week celebrations.	Q1		100%
	Q2		100%
	Q3		100%
	Q4		100%

b) Engage with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) on re-establishing the Quandamooka Festival.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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

Operational Plan 2024-2025 Activity			Progress	Commentary
KI3.4.1 Collaborate with the Quandamooka People and other stakeholders, to identify opportunities to grow the local economy.			Economic Development and Partnerships	
a) Engage with key stakeholders including Quandamooka-owned businesses on North Stradbroke Island/Minjerribah to identify and deliver initiatives to support the local economy.	Q1	<div></div>	25%	
	Q2	<div></div>	50%	
	Q3	<div></div>	75%	
	Q4	<div></div>	100%	

## Quandamooka Country - Key Activities and Highlights

### **Establish the External Reconciliation Action Plan Working Group (RAPWG) for Redlands Coast.**

The Reconciliation Action Plan is to be paused due to advice received from Reconciliation Australia about the need to have active engagement from all parties, which Council does not currently have. This activity is included in the Operational Plan 2025-2026.

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

Council continued to engage with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) to ensure our ILUA commitments are met.

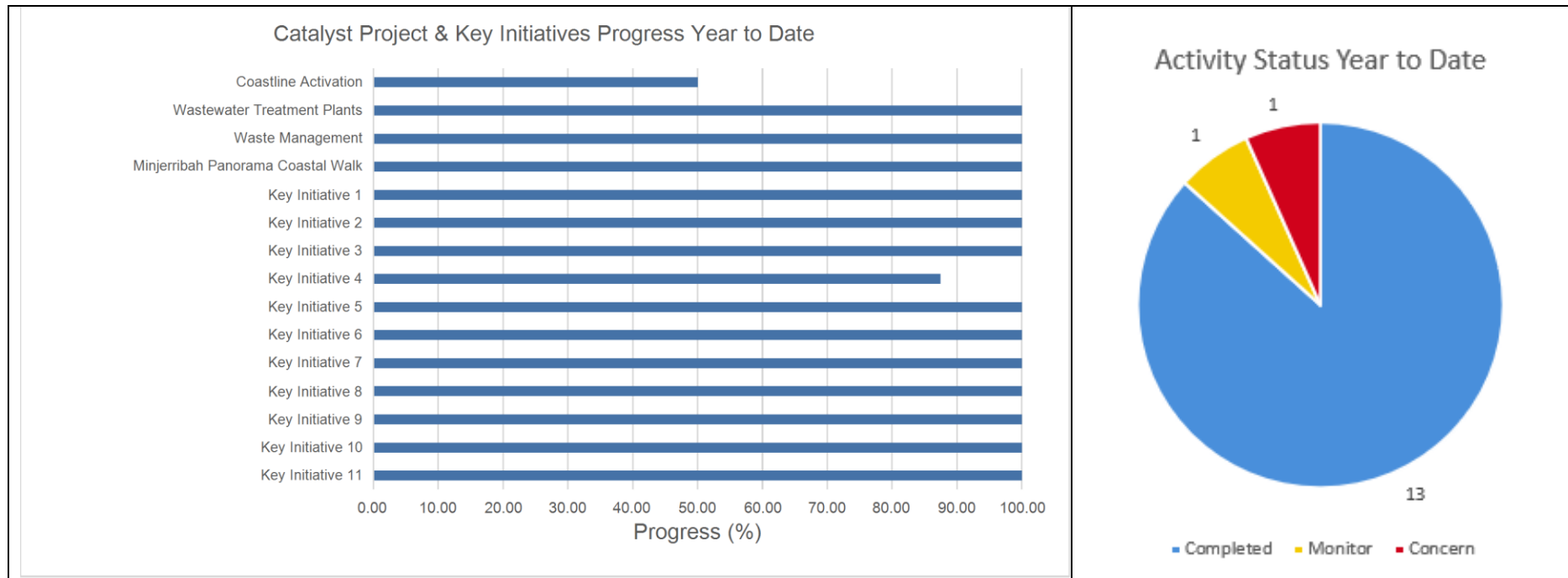
### **Implement culturally appropriate protocols and promote traditional knowledge.**

Council continues to deliver First Nations information sessions in conjunction with Quandamooka cultural days.

### **Engage and inform key stakeholders as the Quandamooka Coast Claim progresses through the Federal Court towards a hearing.**

The parties, including legal representatives for Council, the State Government and the Quandamooka Applicants, appeared at a Case Management Hearing in the Federal Court on 30 June 2025. The parties continued to take steps as ordered on 25 July 2024 (and as amended following the Case Management Hearing on 30 June 2025) to progress the matter towards a four-week hearing commencing on 1 September 2025.

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







For details on Natural Environment Key Initiatives 1-11 refer pages 32 to 41 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 2024-2025 Activity			Progress	Commentary
CP4.1.1 Finalise the Foreshore Access Plan (FAP) to support future foreshore access opportunities.			City Assets	
a) Finalise the FAP including the operational plan and communications plan, and seek Council endorsement of the FAP to support future works.	Q1		25%	
	Q2		50%	
	Q3		50%	Progression of the FAP was delayed due to recruitment challenges, which is now being progressed. In the interim an external consultant is being utilised to assist with the delivery of outstanding works, however progress is affected.
	Q4		50%	Progress on the FAP has been impeded by delays in recruitment. With recruitment now complete, the new dedicated staff member will focus on delivering the FAP in the 2025/26 Financial Year. This activity is included in the Operational Plan 2025-2026.





**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 2024-2025 Activity			Progress	Commentary
CP4.2.1 Implement the Redland City Council Adaptive Strategy Wastewater Treatment.			City Assets	
a) Refine and progress the Wastewater Strategy including environmental studies and other regulatory requirements.	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 2024-2025 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 an organics roadmap and implementation plan.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Implement agreed actions in Council's Waste Reduction and Recycling Plan 2021- 2030 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 2024-2025 Activity			Progress	Commentary
CP4.4.1 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	
COMPLETED - 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%	
	Q2		100%	
	Q3		100%	
	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 2024-2025 Activity			Progress	Commentary
KI4.1.1 Deliver the Redlands Coast Wildlife Connections Plan through Council's wildlife connections program.			Environment and Regulation	
a) Develop the Redlands Coast Wildlife Connections Action Plan 2024- 2029 for implementation.	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 2024-2025 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	





c) Continue to plan and support the creation of a connected, high quality city-wide network of koala habitats capable of supporting a long term, viable and sustainable population of koalas.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) 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%	
e) 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 2024-2025 Activity			Progress	Commentary
KI4.3.1 Implement Council’s fire management program.			City Operations	
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 2024-2025 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		25%	Council have changed energy suppliers which has resulted in a new data structure. The carbon energy dashboard is currently unavailable while the data structure is being reviewed to ensure it aligns with the requirements needed to produce the dashboard.
	Q3		25%	Council continues to face challenges with the carbon energy dashboard being unavailable while the data structure is being reviewed to ensure it aligns with the requirements to produce the dashboard.
	Q4		75%	Council faced several challenges with the carbon energy dashboard being unavailable while the data structure was being reviewed to ensure it aligns with the requirements to produce a dashboard. This remains a work in progress to reinstate. This task will be progressed under an activity in the Operational Plan 2025-2026 to develop the Redland City Council Carbon Reduction Plan.









b) Continue to investigate and provide advice around renewable energy opportunities in Redlands Coast.	Q1		25%	
	Q2		25%	Council have encountered challenges in securing the necessary expertise to advance this piece of work and is exploring options to allow the work to progress.
	Q3		25%	Council has recruited a Sustainability Officer, due to commence in June 2025. In the interim, Council has commissioned a report to develop preliminary content to inform policy concerning Councils carbon footprint.
	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 2024-2025 Activity		Progress		Commentary
KI4.5.1 Implement the Coastal Hazards Adaptation Strategy (CHAS) across Redlands Coast.		City Assets		
a) Continue to refine and target delivery of beach, foreshore and water quality monitoring activities.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue to embrace opportunities to increase internal knowledge and capacity to deliver the activity, including networking with State and Local Government representatives.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	





c) Seek external funding for Council's CHAS implementation activities.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) Continue to pilot Living Shoreline projects for identified and approved sites, such as Three Paddocks Park, Wellington Point.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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









Operational Plan 2024-2025 Activity		Progress		Commentary
KI4.6.1 Design and construct the Sub Regional Material Recovery Facility, subject to finalising grant funding.		City Assets		
a) Continue as part of the external working group of three Councils as a customer reference group to Greenovate Pty Ltd once the company is fully established.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Provide status updates to the Sub-Regional Steering Committee and the Councillors as required.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	















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

Operational Plan 2024-2025 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 the retail water service providers in regular forums and contribute to various regional committees to enhance the water security across the South East Queensland region.	Q1		25%	
	Q2		50%	
	Q3		75%	
	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 2024-2025 Activity			Progress	Commentary
KI4.8.1 Deliver the Redlands Coast Biosecurity Plan through Council's biosecurity program.			Environment and Regulation	
a) Develop the Redlands Coast Biosecurity Plan 2024-2029 for implementation.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Detect and take preventative measures against invasive biosecurity matter.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

c) Promote awareness and education of biosecurity and pest species management.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) Provide effective management systems for pest species control and enforcement activities.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
e) Develop and implement a Fire Ant Self-Management Plan to meet Council's general biosecurity obligation on Council owned and managed land.	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 2024-2025 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) Design and deliver environmental education through communication and marketing campaigns, including social media, interpretive signage and online resources.	Q1	<div></div>	25%	
	Q2	<div></div>	50%	
	Q3	<div></div>	75%	
	Q4	<div></div>	100%	

b) Design and deliver environmental education through the schools program, tours and community talks.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Design and deliver an annual program of events at the IndigiScapes Environment Centre to align with environmental plans, and respond to the Redlands Coast community.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) Provide environmental extension services to provide protection and enhance biodiversity values on private and public land.	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 2024-2025 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	<div></div>	25%	
	Q2	<div></div>	50%	
	Q3	<div></div>	75%	
	Q4	<div></div>	100%	

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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Investigate innovative, water sensitive urban design and asset management opportunities to minimise harm to the creeks and bay from pollution.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) Restore resilience of the bay and creeks through water quality monitoring, on ground, priority remediation works delivered by Council and through community partnerships.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
e) Increase community stewardship and connection to the bay and creeks, through education, partnerships and networks.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
f) Monitor catchment and recreation water quality.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

g) Respond to and investigate customer service requests for erosion and sediment control matters.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
h) Monitor compliance with development approvals for sediment and erosion control matters on major developments in the city.	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 2024-2025 Activity		Progress	Commentary
KI4.11.1 Partner with industry leaders to investigate alternative sources of energy that provide environmental, community and economic benefits.		Economic Development and Partnerships	
COMPLETED - KI4.11 Key Initiative completed in Quarter Four of Operational Plan 2023-2024. Investigations to support Redlands Coast to transition to a decarbonised economy were completed in 2023-2024.	Q1		100%
	Q2		100%
	Q3		100%
	Q4		100%

## Natural Environment - Key Activities and Highlights

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

Partnerships with SEQWater and other South East Queensland water service providers were maintained throughout 2024/25 Financial Year. These existing partnerships and working groups will continue into the 2025/26 Financial Year.

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

The Redlands Coast Wildlife Connection Plan continued to be delivered, and a new action plan has been developed for consideration during the 2025/26 Financial year.

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

Council continues to implement the Redlands Coast Bay and Creeks Plan. This includes a number of programs across the organisation including Council's Ambient Waterway Health Monitoring Program, Recreational Water Quality Monitoring Program, covering 13 designated recreational swimming sites and the monitoring of sediment and erosion controls across the Redland Coast.

In addition, Council is actively collaborating with the Council of Mayors South East Queensland - Resilient Rivers SEQ Initiative.

To monitor erosion and sediment control across the Redlands Coast, Council conducted 220 proactive inspections across 78 development sites. Additionally, Council responded to 34 requests from the community in relation to erosion and sediment concerns which resulted in 89 inspections.

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

The Koala Conservation Plan (KCP) 2022-2027, is a multi-year program and builds on the foundation of the 2017-2021 Plan and is guided by four key objectives, delivered through annual actions plans.

All six research project milestone reports were delivered by 30 June 2025, with a review process now underway to inform 2025/26 Financial Year planning. Council partnered with Department of Environment, Tourism, Science and Innovation (DETSI) and Healthy Land & Water (HLW) on a koala threat abatement program relating to habitat rehabilitation, attracting a further \$130,000 in funding, with project delivery expected by June 2026.

A further two landscape-scale habitat projects were actioned;

- Gourmet Gum Leaves Project headed by the Australian National University (ANU), in association with IndigiScapes Native Nursery, Bushcare and the Koala Farmland Fund group, planted more than 800 specially collected and propagated seedlings.
- Citywide threat pinch point analysis and mapping project conducted by Griffith University, was completed.

Koala health and release protocols were developed in collaboration with the SEQ Wildlife Hospital Network as part of the Koala Guardian Program.

Community outreach efforts included:

- Finalisation of the public-facing koala dashboard and the Redlands Coast Koala Watch reporting survey form.
- The annual koala dispersal season campaign is underway, and
- A community guided koala walk was conducted at Point Halloran Conservation Reserve, attended by 90 community members.

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

Fire risk management activities on Redlands Coast include prescribed burning, proactive physical/mechanical vegetation and fuel management and slashing of asset protection zones. Community engagement events were held to raise awareness of bushfire and its management within the community with presentations from Queensland Fire and Emergency Services and Council.

**Design and construct the Sub Regional Material Recovery Facility, subject to finalising grant funding.**

Construction of the building has commenced with bulk earthworks and drainage completed. Steel erection is scheduled to commence in July 2025, with functional completion of the facility planned for late 2026.

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

The Redlands Coast Biosecurity Plan 2025-2030 was adopted by Council on 18 June 2025 and took effect on 1 July 2025. The Plan outlines Council's commitment to fulfilling our biosecurity obligations under the Biosecurity Act 2014, and sets out key actions for delivery across various Council teams throughout the Plan lifecycle. This includes the delivery of 16 actions such as, the continuation and increased focus on Redlands Coast Biosecurity Surveillance Program, voluntary/assisted and enforced compliance that includes responsible pet ownership and green waste dumping management and ongoing targeted awareness and education.

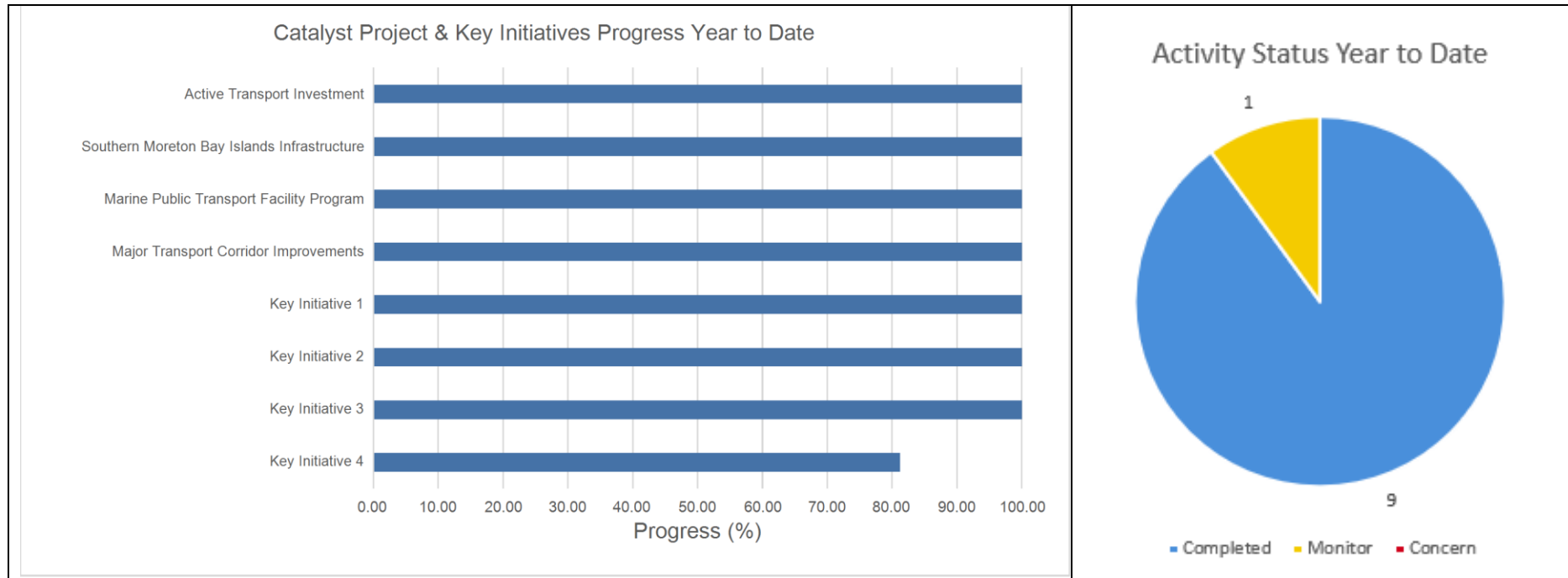
Council's Fire Ant Management Program commenced on 1 July 2024, supporting the surveillance, suppression and treatment of fire ants on Council owned/or managed land.

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

In Quarter Four, the Community Bushcare Program supported 32 Bushcare groups, made up of 362 active volunteers. Community Bushcare Officers attended 29 working bees, where volunteers contributed 381 hours to removing approximately 1,790m<sup>2</sup> of environmental weeds and planting 1,685 native plants. These activities took place during working bees and community plantings within designated Wildlife Connection Corridors (or within 50m).

The Environmental Partnerships Program currently has 195 Land for Wildlife properties, 54 Koala Conservation Agreement properties, 110 Waterways Extension properties, 74 Rural Support properties, five Voluntary Conservation Agreements and 61 Your Backyard Garden properties. The program has supported 80 properties in Wildlife Connection Corridors (or within 50m) planting 2,335 native plants and undertaking environmental weed management.

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















For details on Liveable Neighbourhoods Key Initiatives 1-4 refer pages 47 to 51 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 2024-2025 Activity			Progress	Commentary
CP5.1.1 Commence planning the delivery of projects identified in the Pedestrian and Cycleway strategy and network plan.			City Assets	
a) Review the delivered network plan for priorities and progress.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Progress detailed design of the Northern Greenway Transport Corridor in consultation with external stakeholders.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	



Operational Plan 2024-2025 Activity			Progress	Commentary
CP5.1.2 Progress planning for walking and cycle networks in Redlands Coast, utilising local transport data gathered.			City Planning and Assessment	
a) Continue to liaise with the State Government and engage with the community on walking and cycle network planning and grant opportunities, including planning for the Ormiston section of the Moreton Bay Cycleway.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	



Operational Plan 2024-2025 Activity			Progress	Commentary
CP5.1.3 Continue to work with the State and Commonwealth Governments to progress the South East Queensland (SEQ) City Deal.			Advocacy	
a) Investigate opportunities to leverage potential funding under the SEQ Liveability Fund.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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





Operational Plan 2024-2025 Activity			Progress	Commentary
CP5.2.1 Continue to develop a roadmap to improve land use outcomes on the Southern Moreton Bay Islands (SMBI).			City Assets	
a) Undertake strategic planning of future land-use and community development scenarios for the SMBI's to inform medium to long term infrastructure requirements including community engagement and development of a medium to long term development vision.	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 2024-2025 Activity			Progress	Commentary
CP5.3.1 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	
COMPLETED - 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	Q1		100%	
	Q2		100%	

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.	Q3		100%	
	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 2024-2025 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	
a) Continue with civil construction works to complete Stage 1 of the Wellington Street and Panorama Drive Upgrade Program	Q1		25%	
	Q2		100%	
	Q3		100%	
	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 2024-2025 Activity			Progress	Commentary
KI5.1.1 Enhance the productivity of Redlands Coast's priority activity centres.			Economic Development and Partnerships	
a) Implement a Local Retail Activation Toolkit to stimulate activity in city centres.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Complete delivery of the Cleveland Revitalisation Project.	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 2024-2025 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Commence a review of the Redland City Plan.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Progress the statutory review of the Local Government Infrastructure Plan.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) 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		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	









e) Continue to represent Council and the Redlands Coast community interests in future State Government led planning and infrastructure investigations of Southern Thornlands.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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

Operational Plan 2024-2025 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) Continue to progress one minor/administrative amendment and continue to progress 01/22 – Major Amendment - General.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue to offer supporting incentives and support to land owners affected by 03/19 - Major Amendment - Heritage.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Progress actions included in the State Government led and approved Redlands Housing Strategy, that are endorsed by Council.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		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 2024-2025 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 Strategy.	Q1		25%		
	Q2		50%		
	Q3		75%		
	Q4		75%	<p>The draft Redlands Coast Transport Strategy 2041 is currently out for public consultation. Following the consultation period, the strategy will be revised based on community and stakeholder feedback and presented to Council for formal endorsement. A recommendation will then be made to Council to adopt and implement the final strategy.</p> <p>There has been some delay due to the number of transport related plans and strategies being prepared and resource availability. This activity is included in the Operational Plan 2025-2026.</p>	
b) Finalise the Capalaba District Local Area Transport Plan and Cleveland Centre Local Area Transport Plan.	Q1		25%		
	Q2		50%		
	Q3		75%		
	Q4		50%	<p>The Capalaba District Local Area Transport Plan (LATP) is currently being drafted, with Council Executive Leadership Team briefing scheduled for August 2025 and Councillor briefing in September 2025. The timeline was extended to allow for additional transport modelling to support future recommendations. This modelling has now been completed.</p> <p>There has been some delay due to the number of transport related plans and strategies being prepared and resource availability. This activity is included in the Operational Plan 2025-2026.</p>	

c) Progress preparation of the Redlands Coast Access and Parking Strategy.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

## Liveable Neighbourhoods - Key Activities and Highlights

### **Commence planning the delivery of projects identified in the Pedestrian and Cycleway strategy and network plan.**

Several projects are design-ready for delivery, aligned with the Pedestrian and Cycleway Strategy and Network Plan.

### **Progress planning for walking and cycle networks in Redlands Coast, utilising local transport data gathered.**

The concept plan for the preferred route alignment and associated design treatments for the Ormiston section of the Moreton Bay Cycleway has been finalised. This work reflects input and coordination with the State Government and will support future funding and delivery opportunities.

Successful workshops have been conducted with partners from the State and industry experts to guide the design process. In parallel, Council has released the updated 2025 Cycling and Walking Guide, supporting the promotion of safe and accessible active travel across Redlands Coast.

### **Continue to develop a roadmap to improve land use outcomes on the Southern Moreton Bay Islands (SMBI).**

The roadmap has been finalised, with a presentation scheduled for the Councillor Workshop in August 2025

### **Enhance the productivity of Redlands Coast's priority activity centres.**

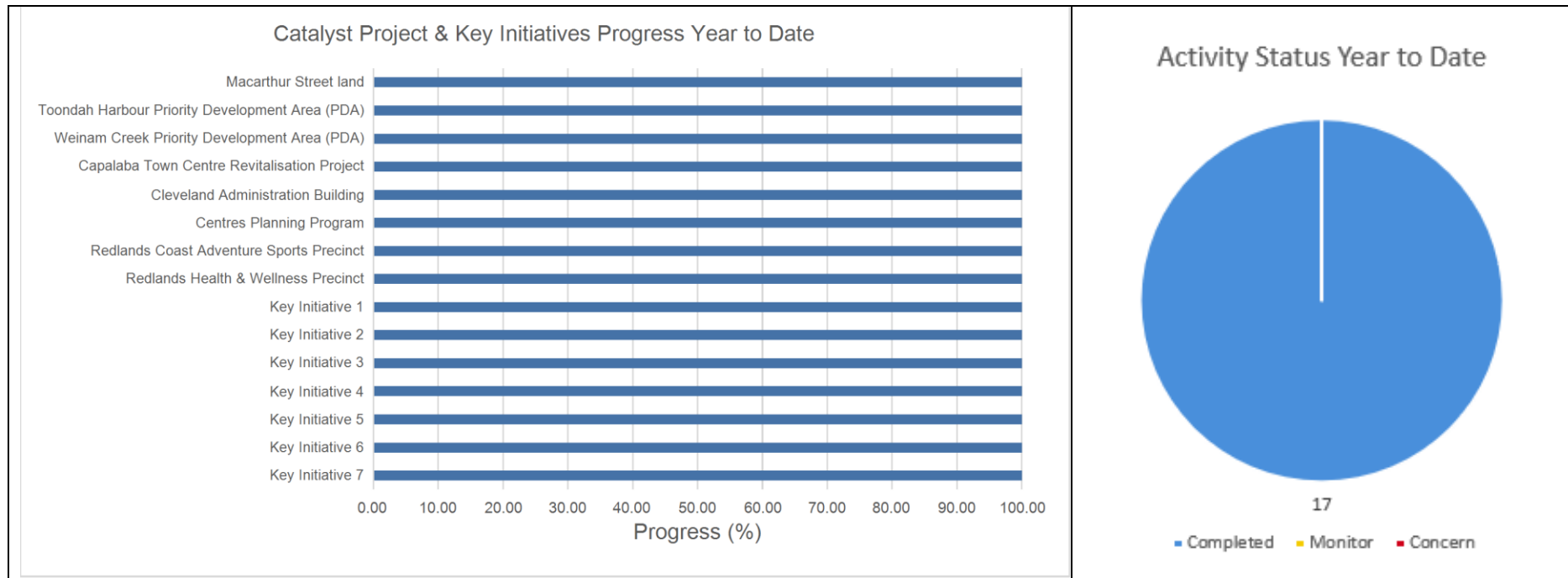
Internal engagement was undertaken on the technical aspects of the draft Cleveland Streetscape Design Manual. Festoon lighting in Cleveland Library Square has been delivered to support night time economy in Cleveland, and sponsorship funding was provided to support a local Cleveland Traders Marketing campaign.

### **Deliver the Redlands Coast Transport Strategy 2041.**

The Redlands Coast Transport Strategy 2041 has progressed through review by the Council Executive Leadership Team and Councillor briefings, and has been endorsed for community consultation. A range of consultation activities are planned over the coming weeks.











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







For details on Thriving Economy Key Initiatives 1-7 refer pages 59 to 63 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 2024-2025 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) Continue to improve site utilisation and performance through a balance of interim commercial and community activation.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue development of a long-term strategy that results in the optimisation of Macarthur Street 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 2024-2025 Activity			Progress	Commentary
CP6.2.1 Progress Council's obligations under its Development Agreement with Economic Development Queensland and Walker Corporation to support Toondah Harbour as the regional gateway to Moreton Bay and the islands.			Major Projects	
a) Continue to advocate for vital upgrades to the Toondah Harbour Ferry Terminal and associated marine infrastructure.	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 2024-2025 Activity			Progress	Commentary
CP6.3.1 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.			Major Projects	
a) Facilitate the provision of mixed-use parking facilities within the Weinam Creek Priority Development Area (PDA).	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue the delivery of the infrastructure works for the project.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Advocate for State Government funding for planning and delivery of integrated transport parking facilities.	Q1		50%	
	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 2024-2025 Activity			Progress	Commentary
CP6.4.1 Progress Council's obligations under the Development Agreement with Shayher Group to progress the revitalisation of Capalaba Town Centre to create a vibrant mixed-used centre anchored by community, commercial, and retail facilities, and activated public spaces with integrated transport.			Major Projects	
a) Provide a project delivery program to Council including the development application and infrastructure agreement.	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 2024-2025 Activity			Progress	Commentary
CP6.5.1 Continue to review Council's Cleveland accommodation.			Major Projects	
a) Develop and evaluate options to address Council's accommodation requirements.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	





Operational Plan 2024-2025 Activity			Progress	Commentary
CP6.5.2 Continue to provide Council accommodation that enhances employee satisfaction for attraction and retention purposes.			City Operations	
a) Maintain and modernise existing accommodation aligned to the delivery timelines of a future accommodation strategy.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**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 2024-2025 Activity			Progress	Commentary
CP6.6.1 Review the centre management program to accelerate delivery, effectiveness and target outcomes.			Economic Development and Partnerships	
a) Review and redefine the centre management program's goals, objectives and scope, the role and function of the centre manager, the strategic outcomes it seeks to deliver and the governance of the program.	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 2024-2025 Activity			Progress	Commentary
CP6.7.1 Progress development of the Redland Whitewater Centre to provide additional sport, recreation and emergency services education and training facilities, as part of the Birkdale Community Precinct.			Major Projects	
a) Work with the State Government to finalise the Project Validation Report process for the Redland Whitewater Centre.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Complete the self-referral to the Federal Government for assessment under the Environment Protection and Biodiversity Conservation Act 1999.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	





c) Implement our requirements under the Delivery Partner Agreement to prepare the site and enabling infrastructure for handover to the State Government to construct the Redland Whitewater Centre.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

**Catalyst Project CP6.8 Redlands Health & 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 2024-2025 Activity		Progress	Commentary
CP6.8.1 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.		Economic Development and Partnerships	
COMPLETED - CP6.8 Catalyst Project completed in Quarter Four of Operational Plan 2023-2024. Council has provided input studies and reports to progress the Redlands Health and Wellness Precinct. Any future development on a precinct on State-owned land will be subject to Queensland Government decision and approval.	Q1		100%
	Q2		100%
	Q3		100%
	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 2024-2025 Activity			Progress	Commentary
KI6.1.1 Ensure that Redland City Council's strategic framework for economic development is contemporary and fit for purpose.			Economic Development and Partnerships	
a) Review the Redland City Economic Development Framework 2014-2041.	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 2024-2025 Activity			Progress	Commentary
KI6.2.1 Promote the Redlands Coast, as a tourism destination, growing the visitor economy in collaboration with tourism stakeholders.			Communication, Engagement and Tourism	
a) Continue to implement actions identified in the Redlands Coast Destination Management Plan 2023- 2028.	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 2024-2025 Activity			Progress	Commentary
KI6.3.1 Advocate for improved digital infrastructure to enhance the city’s capacity to attract business investment and growth and enhance productivity.			Economic Development and Partnerships	
COMPLETED - KI6.3 Key Initiative completed in Quarter Four of Operational Plan 2023-2024. The National Broadband Network in Redlands Coast was completed in 2023-2024.	Q1		100%	
	Q2		100%	
	Q3		100%	
	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 2024-2025 Activity			Progress	Commentary
KI6.4.1 Identify opportunities for investment in the circular economy in the Redlands Coast.			Economic Development and Partnerships	
a) Investigate opportunities for investment as part of the review of the Redland City Economic Development Framework 2014-2041.	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 2024-2025 Activity			Progress	Commentary
KI6.5.1 Target priority international markets to bring investment to Redlands Coast and support local businesses to sell their products abroad.			Economic Development and Partnerships	
a) Develop and implement an investment attraction plan that outlines Council's goals and priorities for attracting investment and specifies the key actions required.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	





Operational Plan 2024-2025 Activity			Progress	Commentary
KI6.5.2 Plan, coordinate and deliver the Redlands Coast Community and Environment Precinct in conjunction with an (RSPCA led) Wildlife Hospital and Centre of Excellence at Redland Bay Road, Capalaba.			Environment and Regulation	
a) Finalise a land management agreement with the RSPCA to enable the advanced planning and design of a Wildlife Hospital and Centre of Excellence.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Commission and complete technical assessments of the site to inform detailed design of new infrastructure (pedestrian, vehicle, landscaping, and recreational embellishments).	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

c) Investigate and implement the optimal model of infrastructure and service delivery through partnership approaches, and stakeholder engagement.	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 2024-2025 Activity		Progress		Commentary
KI6.6.1 Attract and retain key events for sustainable economic growth and reflecting the Redlands Coast community.		Communication, Engagement and Tourism		
a) Finalise the Redlands Coast Events Strategy and Action Plan 2024 –2029, and implement key actions.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue to advocate for dedicated event spaces and infrastructure to support a balanced calendar of 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 2024-2025 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 target funding for events to deliver economic and community outcomes for the city.	Q1		25%		
	Q2		50%		
	Q3		75%		
	Q4		100%		

## Thriving Economy - Key Activities and Highlights

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

Redland Investment Corporation (RIC) continued to advocate to the State Government for support of the Toondah Harbour ferry terminal and marine infrastructure improvements.

**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.**

Redland Investment Corporation (RIC) continued to advocate to the State Government for support in delivering the multi-level car park. RIC continued to progress applications to Economic Development Queensland and finalise designs for the upcoming construction stages including the loop road, Moreton Bay Cycleway extension and new bus stops on Meissner Street, Redland Bay.

**Progress Council's obligations under the Development Agreement with Shayher Group to progress the revitalisation of Capalaba Town Centre to create a vibrant mixed-used centre anchored by community, commercial, and retail facilities, and activated public spaces with integrated transport.**

The project delivery program remained on track. Demolition works of the old Capalaba library building is complete in preparation for stage 1 construction.

**Continue to review Council's Cleveland accommodation.**

Council continues to assess its Cleveland accommodation needs. Council continues to utilise 46 Middle Street, Cleveland for the Visitor Information Centre and as a temporary workspace for staff while critical works are being carried out at other Council facilities.

**Review the centre management program to accelerate delivery, effectiveness and target outcomes.**

An internal review of the Centres Management Program was completed with recommendations to improve the program.

**Ensure that Redland City Council's strategic framework for economic development is contemporary and fit for purpose.**

An internal review of the existing Economic Development Framework has been completed. A new draft framework has been created. Once finalised, the framework will help inform development of the new economic development strategy.

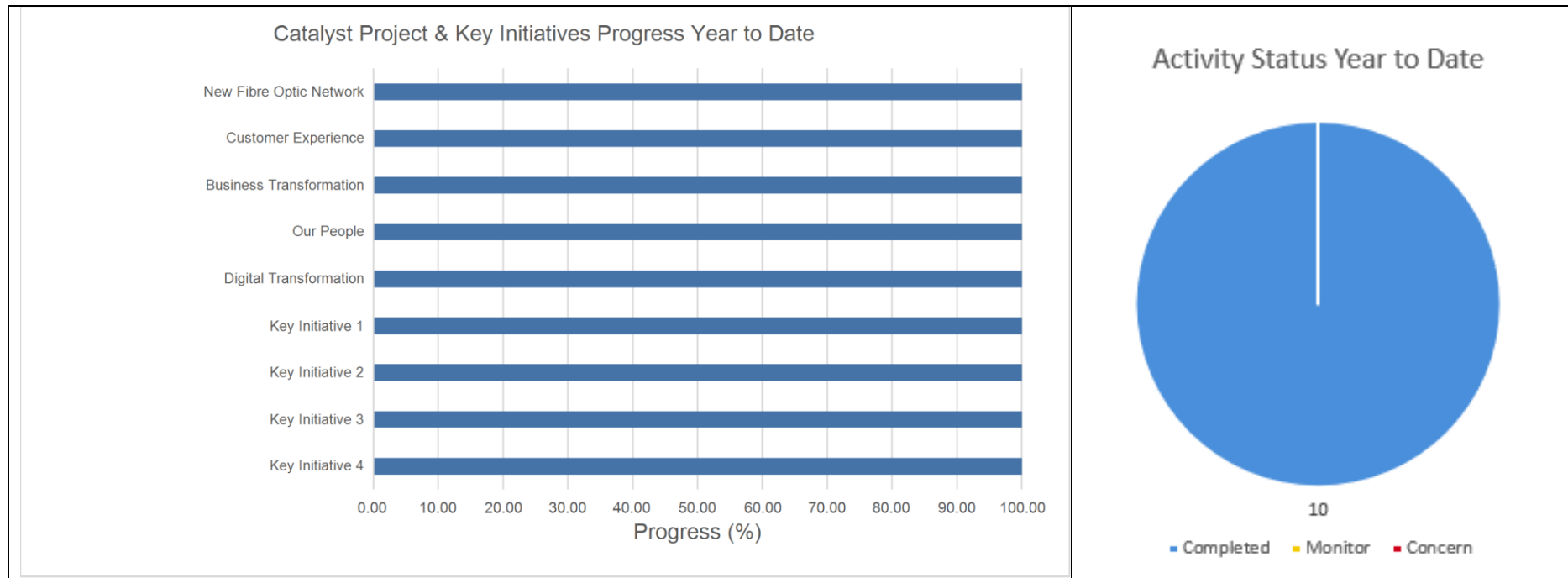
**Target priority international markets to bring investment to Redlands Coast and support local businesses to sell their products abroad.**

Investment attraction leads are being actively pursued, and business expansion is facilitated, including connecting businesses to export-oriented training opportunities, potential land holdings and available funding streams.

**Plan, coordinate and deliver the Redlands Coast Community and Environment Precinct in conjunction with an (RSPCA led) Wildlife Hospital and Centre of Excellence at Redland Bay Road, Capalaba.**

A management plan for the whole of the precinct has now been agreed with additional investigations being completed for all services (including power, water, access etc.) to meet current and future demand. Both RSPCA and Council are finalising the engagement of design and delivery partners to ensure a timely and quality outcome for the community.





## 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 69 to 71 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 2024-2025 Activity			Progress	Commentary
CP7.1.1 Continue to progress the Redlands Coast Fibre Optic Network.			Corporate Services	
a) Finalise options to allow commercial arrangements with a nominated carrier to realise community benefits.	Q1		25%	
	Q2		70%	
	Q3		75%	
	Q4		100%	





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





Operational Plan 2024-2025 Activity			Progress	Commentary
CP7.2.1 Conduct an evaluation and review of Council's Customer Experience (CX) Strategy Implementation Plan 2022-2024 and develop the Implementation Plan for 2024-2026 (Phase 2).			Customer and Cultural Services	
a) Determine the successful delivery of the Plan's action items.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Realign actions based on emerging trends, in relation to the strategic objectives of Council’s Customer Experience Strategy for our people, technology and processes.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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









Operational Plan 2024-2025 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%	
	Q2		75%	
	Q3		75%	
	Q4		100%	
b) Continue to review and report on the progress of the Business Transformation Strategy 2022-2027.	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 2024-2025 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) Embed improved flexible work principles into Council's way of working, including hybrid work arrangements.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

Operational Plan 2024-2025 Activity			Progress	Commentary
CP7.4.2 Continue Council's focus and commitment to creating an inclusive work environment.			People, Culture and Organisational Performance	
a) Continue to embed the Diversity and Inclusion Plan 2023-2028.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	









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

Operational Plan 2024-2025 Activity			Progress	Commentary
CP7.5.1 Continue to deliver the Digital Transformation Program along with strategic information management goals 2024-2025.			Corporate Services	
a) Continue planned works with our major technology vendors and partners.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue to consolidate Council's legacy platforms into our enterprise resource planning tool and/or other consolidated platforms.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	







c) Continue to migrate critical services to more resilient platforms.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) Continue work to strengthen our cyber resilience through further alignment and continuous improvement against commonly adopted frameworks.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	





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

Operational Plan 2024-2025 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) Continue engaging with key internal stakeholders to develop the service catalogues for Council.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Commence development of approach for strategic service planning for Council.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	









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

Operational Plan 2024-2025 Activity			Progress	Commentary
KI7.2.1 Continue Council's transformation toward best practice asset and service management and data-driven decision making.			Major Projects	
a) Continue implementation of the Asset Management Roadmap 2022-2027 and mature the Asset Management Framework.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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

Operational Plan 2024-2025 Activity			Progress	Commentary
KI7.3.1 Improve our value for money delivery through the upgrade of our financial management system.			Corporate Services	
COMPLETED - KI7.3 Key Initiative 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 2024-2025 Activity			Progress	Commentary
KI7.4.1 Advance Council’s strategic procurement operating model.			Procurement and Contracts	
a) Continue to mature Council’s procurement function and embed practices to increase accountability for outcomes.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Define and align categories to appropriate owners for improved management.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

## Efficient and Effective Organisation - Key Activities and Highlights

### **Continue to deliver the Business Transformation Strategy 2022-2027.**

A review of the Business Transformation Strategy 2022–2027 was finalised for presentation to Council’s Executive Leadership Team. As part of this process, key stakeholders and initiative leads have been actively consulted. Many transformation activities identified in the strategy have now transitioned into business-as-usual delivery, reflecting Council's ongoing integration of transformation principles into everyday operations. This evolution ensures the strategy continues to deliver value while remaining responsive to operational priorities.

### **Continue Council’s focus and commitment to creating an inclusive work environment.**

Council introduced a new category for the 2025 annual Mayor & CEO Awards called ‘Everyone Belongs’. This category recognises initiatives or workplace activities that enhance the experience belonging. Employee nominations opened in June 2025, with entries highlighting efforts that promote equal access to opportunities, create safe environments, and empower others to be themselves. In addition, Council employees were encouraged to mark the Day Against LGBTQIA+ Discrimination (IDAHOBIT). Council employees were invited to show their support by wearing rainbow colours, hosting a morning tea, or visiting the Cleveland Lighthouse which was lit up in rainbow colours from 16 to 19 May 2025.

### **Review and transform Council’s services in response to our changing environment and community.**

Work has continued across the organisation to review and validate Council services in response to our evolving community needs and operating environment. A pilot involving two business units in Council was conducted to test and refine the approach. Insights from this pilot informed the development of a comprehensive suite of resources, including a service planning guideline, planning framework, service statement template, and key organisational definitions. These tools will support a consistent, organisation-wide approach to service review and planning as we move forward.

### **Advance Council’s strategic procurement operating model.**

Operating model enhancements underpinned by streamlined processes have matured management of procurement categories at Council and improved governance and insight for better decision making relating to procurement delivery models.