

Operational Plan 2025/26

Performance Report

Q1 FY 2025-2026



Operational Plan Performance Reporting

The *Local Government Act 2009* requires Council to adopt an operational plan each year. The Operational Plan 2025/26 (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.

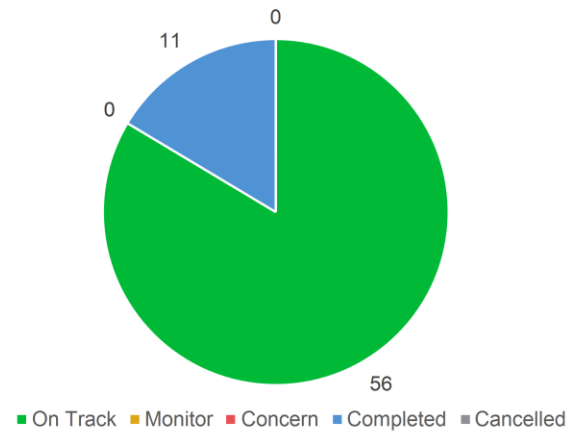
The Operational Plan Quarterly Performance Report includes a progress and status update for the 71 activities for catalyst projects and key initiatives outlined in the Plan. The report provides commentary by exception on activity tasks that have a monitor or concern status. In addition, the report provides Key Activities and Highlights under each goal (theme) of the Corporate Plan.

What's in the Operational Plan 2025-2026?

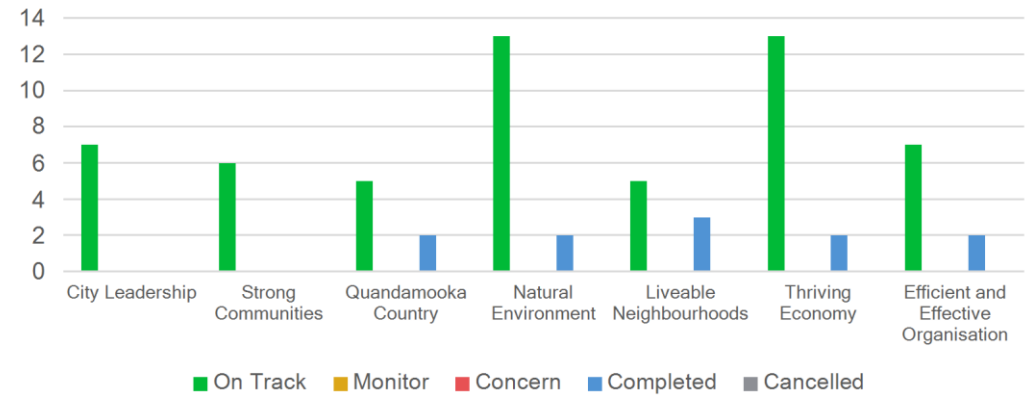
	Goals (Themes)	Catalyst Project Activities	2026 Key Initiative Activities
	CITY LEADERSHIP	3	4
	STRONG COMMUNITIES	3	3
	QUANDAMOOKA COUNTRY	3	5
	NATURAL ENVIRONMENT	4	11
	LIVEABLE NEIGHBOURHOODS	5	4
	THRIVING ECONOMY	8	8
	EFFICIENT AND EFFECTIVE ORGANISATION	6	4

Operational Plan 2025-2026 Catalyst Projects and Key Initiatives Progress

Operational Plan Catalyst Projects and Key Initiatives Status

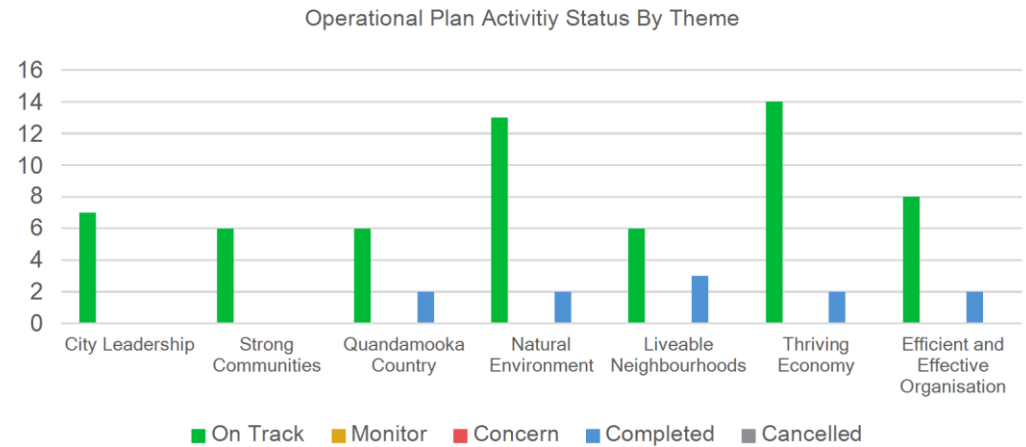
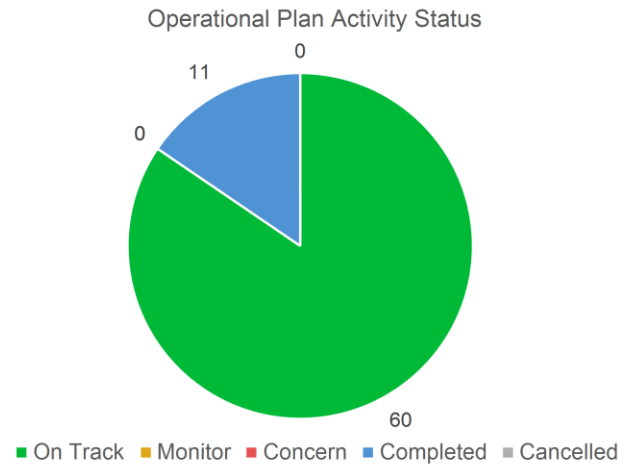


Operational Plan Catalyst Projects & Key Initiatives Status By Theme



	On Track	Monitor	Concern	Completed	Cancelled
City Leadership	7	0	0	0	0
Strong Communities	6	0	0	0	0
Quandamooka Country	5	0	0	2	0
Natural Environment	13	0	0	2	0
Liveable Neighbourhoods	5	0	0	3	0
Thriving Economy	13	0	0	2	0
Efficient and Effective Organisation	7	0	0	2	0

Operational Plan 2025-2026 Activity Progress



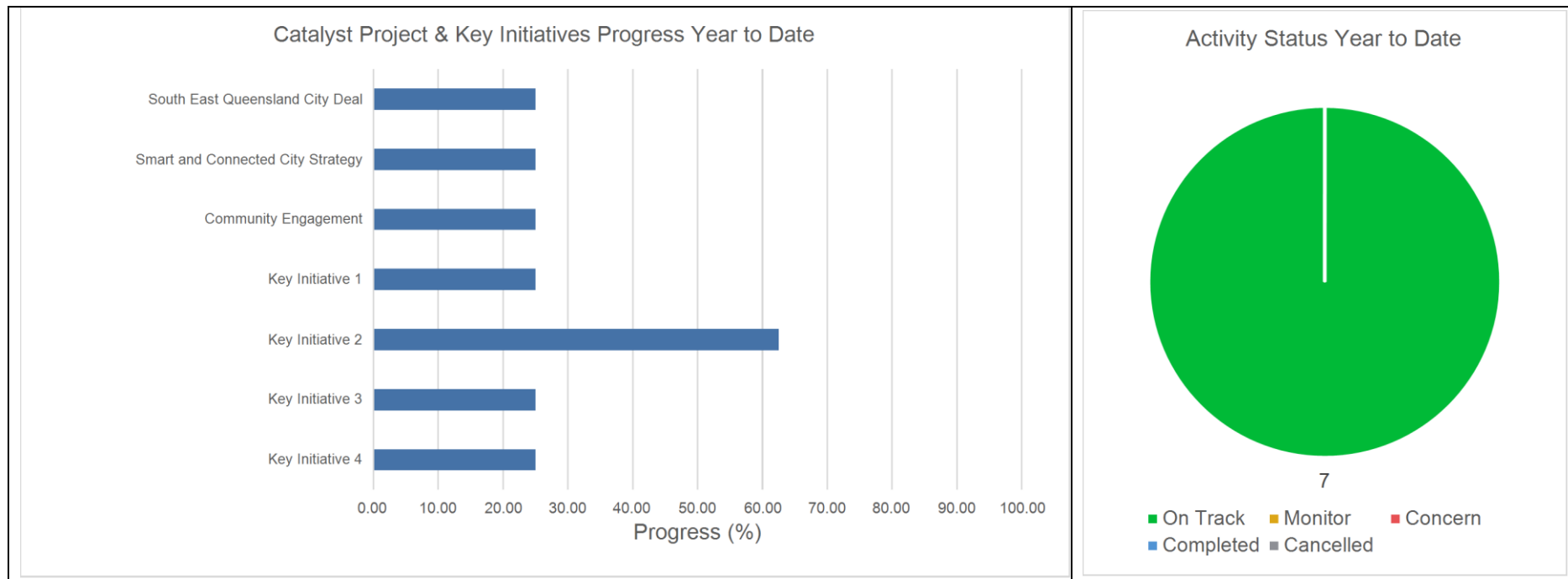
	On Track	Monitor	Concern	Completed	Cancelled
City Leadership	7	0	0	0	0
Strong Communities	6	0	0	0	0
Quandamooka Country	6	0	0	2	0
Natural Environment	13	0	0	2	0
Liveable Neighbourhoods	6	0	0	3	0
Thriving Economy	14	0	0	2	0
Efficient and Effective Organisation	8	0	0	2	0

Operational Plan 2025-2026 Activity Progress – Organisational Performance

Name	On Track	Monitor	Concern	Completed	Cancelled	Total Number of Activities
Advocacy, Major Projects and Economic Development	19	0	0	3	0	22
Community and Customer Services	16	0	0	0	0	16
People, Culture and Organisational Performance	4	0	0	0	0	4
Organisational Services	13	0	0	4	0	17
Infrastructure and Operations	8	0	0	4	0	12
Total	60	0	0	11	0	71

Name	On Track	Monitor	Concern	Completed	Cancelled	Total Number of Activities
Advocacy, Major Projects and Economic Development	2	0	0	0	0	2
City Assets	7	0	0	4	0	11
City Operations	1	0	0	0	0	1
City Planning and Assessment	4	0	0	0	0	4
Communication, Engagement and Tourism	7	0	0	1	0	8
Communities	1	0	0	0	0	1
Corporate Governance	4	0	0	1	0	5
Corporate Services	1	0	0	2	0	3
Customer and Cultural Services	2	0	0	0	0	2
Economic Development and Partnerships	9	0	0	3	0	12
Environment and Regulation	9	0	0	0	0	9
Major Projects	8	0	0	0	0	8
People, Culture and Organisational Performance	4	0	0	0	0	4
Procurement and Contracts	1	0	0	0	0	1
Total	60	0	0	11	0	71



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




For details on City Leadership Key Initiatives 1-4 refer pages 8 to 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 2025/26 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%	
b) Continue to facilitate the Redlands Coast 2032 Legacy Working Group and participate in external 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 2025/26 Activity			Progress	Commentary
CP1.2.1 Continue to engage with key stakeholders on smart city opportunities.			Economic Development and Partnerships	
a) Support development of the SEQ Smart Region Digital Plan and related opportunities for collaboration and innovation.	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 2025/26 Activity			Progress	Commentary
CP1.3.1 Strengthen Council's internal community engagement capacity by embedding the new Community Engagement Framework.			Communication, Engagement and Tourism	
a) Undertake an internal community engagement roadshow to educate Council officers on Council's Community Engagement Policy and Framework.	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 2025/26 Activity			Progress	Commentary
KI1.1.1 Engage the community to inform the development of Council's new five-year Corporate Plan.			Communication, Engagement and Tourism	
a) Implement Corporate Plan 2026-2031 community engagement using a broad range of face-to-face and digital engagement methods.	Q1		25%	
b) Close the loop with participants by publishing a community engagement report that documents what Council heard through the engagement process, and how that has influenced the Corporate Plan.	Q1		25%	



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

Operational Plan 2025/26 Activity			Progress	Commentary
KI1.2.1 Maximise the potential of new a corporate website Content Management System, to enable Council to publish information about Council operations in formats that are easy for the community to access and understand.			Communication, Engagement and Tourism	
a) Complete redevelopment of Council's corporate website.	Q1		100%	
b) Undertake a review of administration and content management systems of all Council-owned websites to develop a standard approach to website development and management across Council.	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 2025/26 Activity			Progress	Commentary
KI1.3.1 Continue to build partnerships with the State and Commonwealth Governments.			Economic Development and Partnerships	
a) Continue discussions and building partnerships with key State and Commonwealth Government ministers and senior officials.	Q1		25%	
b) Investigate and implement improvements to government stakeholder database capture, management and use.	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 2025/26 Activity			Progress	Commentary
KI1.4.1 Continue delivering advocacy initiatives for all Redlands Coast islands to be recognised as regional status by the State and Commonwealth Governments.			Economic Development and Partnerships	
a) Continue to engage with key internal and external stakeholders on progressing an advocacy approach for Redlands Coast islands.	Q1		25%	
b) Implement actions from the advocacy management program while remaining agile to changes in the political and funding environments.	Q1		25%	

City Leadership - Key Activities and Highlights

Continue to engage with key stakeholders on smart city opportunities.

Council continued engagement with Council of Mayors South East Queensland on the Smart Region Digital Plan and proposed Local Digital Priority Projects.

Strengthen Council's internal community engagement capacity by embedding the new Community Engagement Framework.

Planning is underway to deliver an internal community engagement roadshow to build on Council officer understanding of Council's Community Engagement Policy and Framework, and tour shared roles in engaging the community on Council plans and operations.

Engage the community to inform the development of Council's new five-year Corporate Plan.

Insights from the first phase of community engagement have been considered as part of developing the Draft Redland City Council Corporate Plan 2026-2031. Council is preparing to enter a second phase of community engagement in Quarter Two. Participants from phase one will be invited to review the draft plan. The draft plan will also be available to the broader community to provide feedback.

Maximise the potential of new a corporate website Content Management System, to enable Council to publish information about Council operations in formats that are easy for the community to access and understand.

Following the successful redevelopment of the Corporate website to the new Content Management System, a plan to iteratively improve key content areas is being implemented. Indigiscapes content was completed in Quarter One.

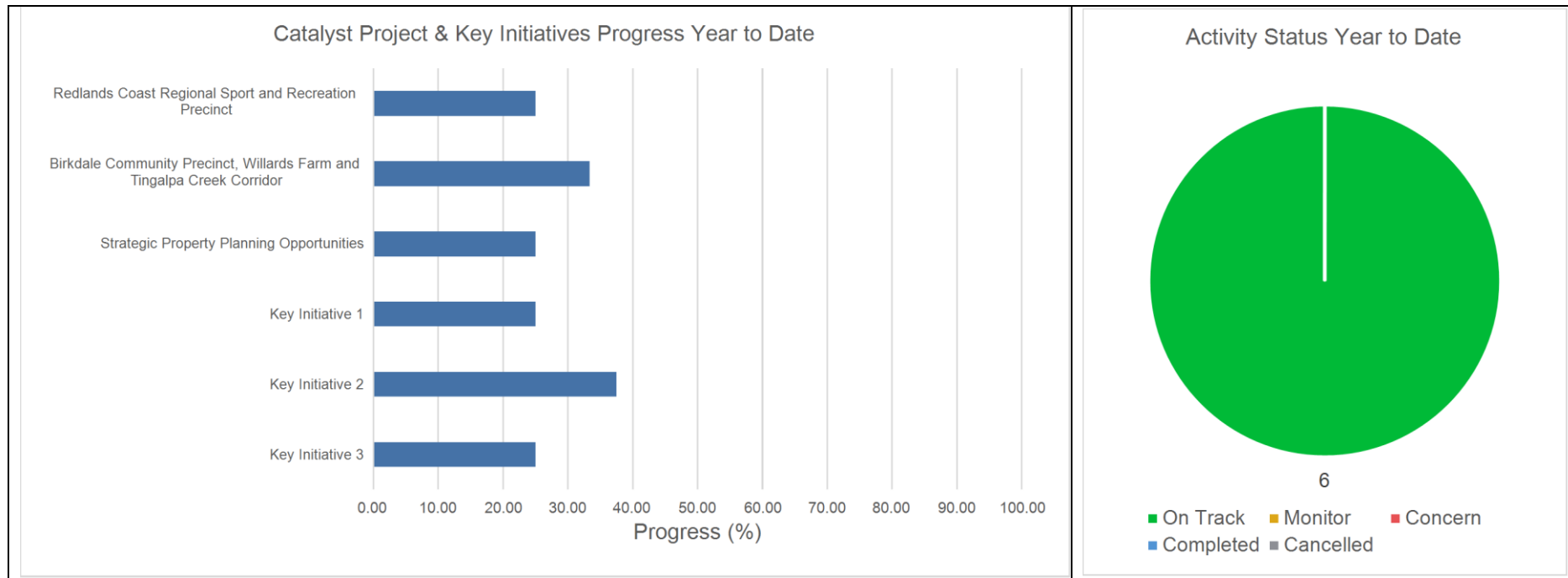
Continue to build partnerships with the State and Commonwealth Governments.

Engagement with the Department of Climate Change, Energy, the Environment and Water included both meetings and written correspondence focused on Environment Protection and Biodiversity Conservation Act 1999 advocacy for the Redlands Coast Regional Sport and Recreation Precinct. Ongoing engagement on advocacy priorities with Local Government Association of Queensland and Council of Mayors South East Queensland was undertaken.

Continue delivering advocacy initiatives for all Redlands Coast islands to be recognised as regional status by the State and Commonwealth Governments.

Internal engagement on the approach for Island advocacy continued taking the opportunity to meet with the Minjerribah Moorgumpin Elders-in Council and to understand key challenges and opportunities. Development of an engagement plan to support ongoing collaboration commenced.




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






For details on Strong Communities Key Initiatives 1-3 refer pages 13 to 14 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 2025/26 Activity			Progress	Commentary
CP2.1.1 Ongoing planning and delivery of the Redlands Coast Regional Sport and Recreation Precinct in accordance with the revised Precinct Master Plan.			Major Projects	
a) Finalise assessment of the revised Precinct Master Plan under the Commonwealth Government's Environment Protection and Biodiversity Conservation Act 1999.	Q1		25%	
b) Continue to progress delivery of the revised Redlands Coast Regional Sport and Recreation Precinct Master Plan 2023.	Q1		25%	
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		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 2025/26 Activity			Progress	Commentary
CP2.2.1 Progress implementation of the Birkdale Community Precinct Master Plan.			Major Projects	
a) Progress Environment Protection and Biodiversity Conservation Act 1999 referral.	Q1		25%	
b) Develop and implement activation opportunities at Willard’s Farm including advancing its community utilisation through additional infrastructure.	Q1		50%	
c) Continue planning for delivery of site-wide enabling works for the Birkdale Community Precinct.	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 2025/26 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) Develop a property optimisation plan for Council consideration.	Q1		25%	





Key Initiative KI2.1 Key Initiative 1 – 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 2025/26 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%	
b) Finalise implementation of the Redlands Coast Age-friendly Action Plan 2021-2026 and commence development of next iteration.	Q1		25%	
c) Continue to implement the Redlands Coast Young People's Action Plan 2024-2027.	Q1		25%	
d) Develop and commence implementation of the Redlands Coast Community Safety Action Plan.	Q1		25%	
e) Deliver the 2025-2026 Community Grants and Sponsorship 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 and experiences of safety and local responses.	Q1		25%	
g) Undertake design, planning, and approvals for a new community building on Macleay Island.	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 2025/26 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, including in our libraries, our art gallery and our performing arts centre.			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		50%	
b) Develop, deliver and track progress of the Creative Arts Action Plan, in line with the Creative Arts Service Strategic Plan 2024-2029.	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 2025/26 Activity			Progress	Commentary
KI2.3.1 Continue to explore and activate opportunities and partnerships to support learning pathways and enable workforce development.			Economic Development and Partnerships	
a) Support partnerships with tertiary institutions and exploration of education models that would be viable for Redlands Coast.	Q1		25%	
b) Facilitate and support industry education and engagement opportunities to support local workforce needs.	Q1		25%	
c) Nurture opportunities for innovation through the Creating Better Business program at Griffith University.	Q1		25%	
d) Undertake a review of the International Relations Program.	Q1		25%	

Strong Communities - Key Activities and Highlights

Ongoing planning and delivery of the Redlands Coast Regional Sport and Recreation Precinct 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).

An advocacy program has been developed in response to the Notice of Motion to the General Meeting on 20 August 2025.

Progress implementation of the Birkdale Community Precinct Master Plan.

Stage 1 landscaping of Willards Farm continued, with planning underway for community activation.

Work continued on the Birkdale Community Precinct Local Infrastructure Designation for gazettal.

Work continued in preparation for Council's self-referral of the Birkdale Community Precinct project under the Federal Government's Environment Protection and Biodiversity Conservation Act 1999.

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.

Development of the Community Safety Action Plan continues, with the initial phase of internal and community engagement completed. Internal drafting of the action plan has commenced.

Evaluation of achievements delivered through the Age-friendly Action Plans are being collated in order to report on finalisation of the current plan, before development of the next plan commences.

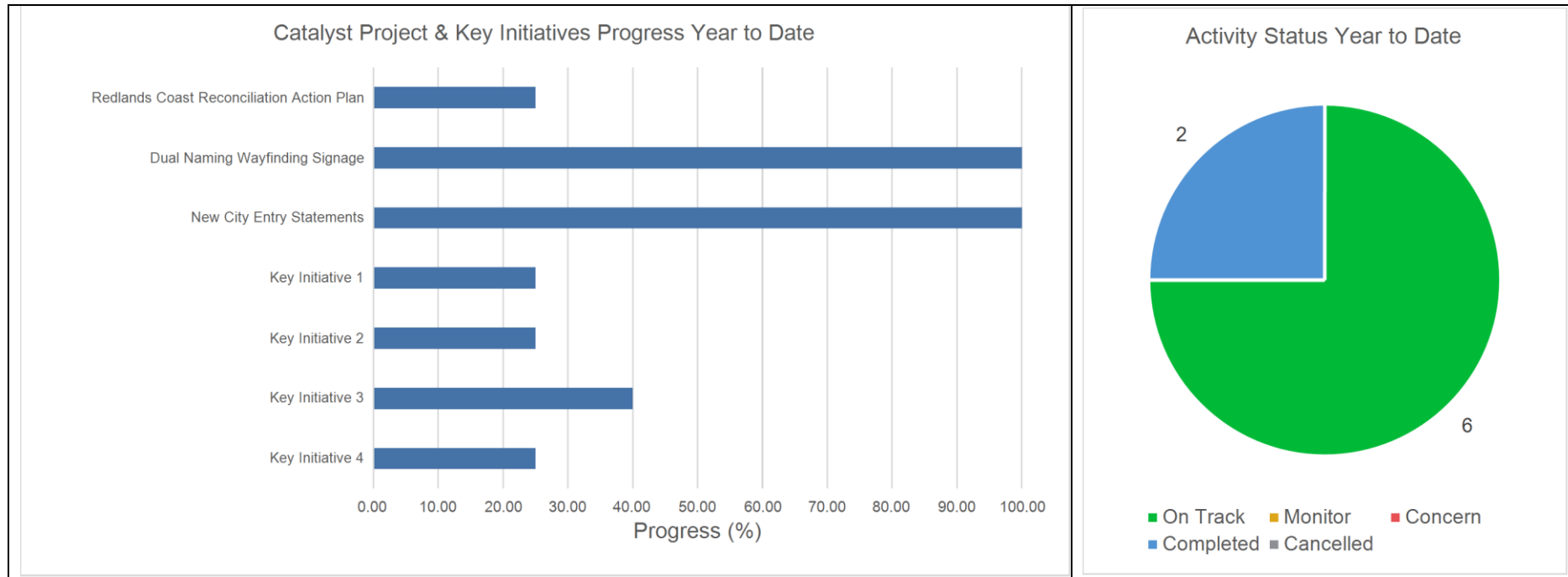
The Young Citizen's Program delivered another initiative this quarter, which was attended by four high schools. Planning is underway for the 2026 Young Citizen's Program.

Continue to evolve the range of services, programs, events and workshops that celebrate local identity and engage our communities and visitors, including in our libraries, our art gallery and our performing arts centre.

Council remains committed to delivering a wide range of regular activities, services and events that reflect the goals of the Library Service Strategic Plan 2023–2028 and the Creative Arts Service Strategic Plan 2024–2029.

Implementation of both plans is underway and will continue throughout the 2025/26 Financial Year and beyond.



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




For details on Quandamooka Country Key Initiatives 1-4 refer pages 18 to 19 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 2025/26 Activity			Progress	Commentary
CP3.1.1 Develop the Innovate Reconciliation Action Plan, with continued support of the Reconciliation Action Plan Working Group (RAPWG).			Corporate Governance	
a) Develop the Innovate Reconciliation Action Plan.	Q1		25%	
b) Upon development of the draft Innovate Reconciliation Action Plan, seek approval from 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 2025/26 Activity			Progress	Commentary
CP3.2.1 Implement the Dual Naming Policy and Dual Naming Guideline for Council owned assets.			Corporate Governance	
a) Monitor and support Council to implement actions in the Dual Naming Guideline.	Q1		100%	


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

Operational Plan 2025/26 Activity			Progress	Commentary
CP3.3.1 Installation of new city entry statements that include acknowledgement of Quandamooka Country.			Communication, Engagement and Tourism	
COMPLETED - CP3.3.1 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%	




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 2025/26 Activity			Progress	Commentary
KI3.1.1 Support the delivery of Indigenous Land Use Agreement (ILUA) commitments.			Corporate Governance	
a) Continue to engage with the appointed chair of Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).	Q1		25%	
b) Manage Council's commitments under the ILUA by coordinating with the ILUA Consultative Committee and Protecting Sea, Land and Environment Committee.	Q1		25%	
c) Engage and meet with QYAC for the Capital Works forum.	Q1		25%	
d) 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 2025/26 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%	

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 2025/26 Activity			Progress	Commentary
KI3.3.1 Engage and inform key stakeholders as the Quandamooka Coast Native Title Claim progresses through the Federal Court towards a hearing.			Corporate Governance	
a) Progress Council's response to the Quandamooka 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 Quandamooka Native Title Claim areas.	Q1		25%	
c) Continue to keep the Redlands Coast community informed regarding the progress of the Quandamooka Coast Native Title Claim through regular updates.	Q1		25%	

Operational Plan 2025/26 Activity			Progress	Commentary
KI3.3.2 Continue to work with the Quandamooka People and wider First Nations community living in Redlands Coast, to promote respect and foster understanding of Quandamooka culture, including through unique visitor experience opportunities.			Communication, Engagement and Tourism	
a) Deliver National Aborigines' and Islanders' Day Observance Committee (NAIDOC) week celebrations.	Q1		100%	
b) Engage with First Nation tourism operators to strengthen cultural tourism opportunities on Redlands Coast.	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 2025/26 Activity			Progress	Commentary
KI3.4.1 Work with relevant State and Commonwealth agencies to support Quandamooka-owned businesses on North Stradbroke Island/Minjerribah.			Economic Development and Partnerships	
a) Work with Quandamooka people, indigenous businesses and State and Commonwealth agencies to support initiatives that enable business development and growth.	Q1		25%	

Quandamooka Country - Key Activities and Highlights

Develop the Innovate Reconciliation Action Plan, with continued support of the Reconciliation Action Plan Working Group (RAPWG).

The Reconciliation Action Plan is awaiting the finalisation of two key commitments, Procurement and the Employment Strategy.

Implement the Dual Naming Policy and Dual Naming Guideline for Council owned assets.

Dual Naming has been implemented across Council owned assets.

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

As part of the ILUA Agreement, a Consultative Committee meeting has been scheduled for November 2025.

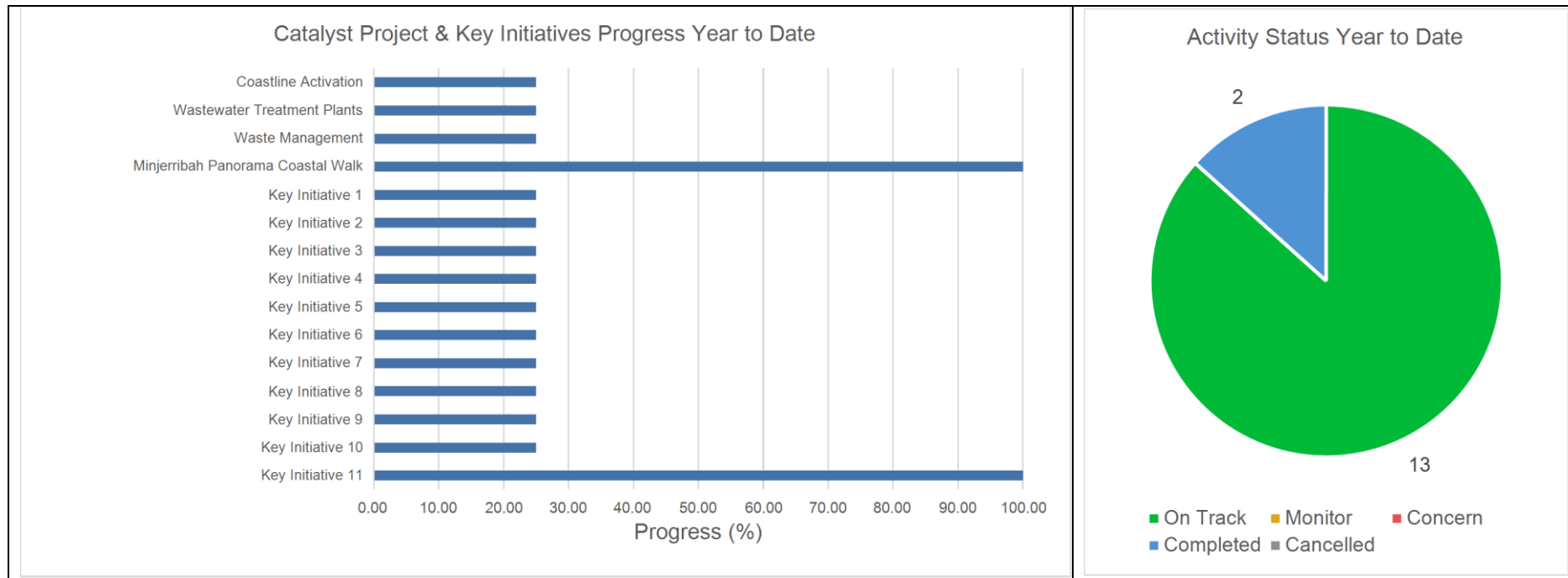
Implement culturally appropriate protocols and promote traditional knowledge.

First Nations awareness training and Quandamooka Day on North Stradbroke Island/Minjerribah were held twice monthly.

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

The Quandamooka Coast Claim was partly heard in the Federal Court during the period 1 to 16 September 2025 and was then adjourned until 1 December 2025. Council continues to engage key stakeholders, including the State Government and Quandamooka Applicant, as the hearing progresses; and keep key internal stakeholders informed including by way of briefings and internal articles.




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




For details on Natural Environment Key Initiatives 1-11 refer pages 23 to 27 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 2025/26 Activity			Progress	Commentary
CP4.1.1 Finalise the Foreshore Access Plan (FAP) to support future foreshore access opportunities.			City Assets	
a) Undertake FAP permits, approvals and legislative compliance review of potential options.	Q1		25%	
b) Undertake FAP internal and external stakeholder engagement.	Q1		25%	
c) Seek Council endorsement of the Foreshore Access Plan.	Q1		25%	


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 2025/26 Activity			Progress	Commentary
CP4.2.1 Implement the Wastewater Treatment Plant Adaptive Planning Strategy.			City Assets	
a) Refine and progress the Wastewater Treatment Plant Adaptive Planning Strategy.	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 2025/26 Activity			Progress	Commentary
CP4.3.1 Participate in the implementation of the SEQ Waste Management Plan and implement Council's 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%	
b) Implement agreed actions in Council’s Waste Reduction and Recycling Plan 2021- 2030 to move towards a zero-waste future, including assessing the viability of residential organic waste collection.	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 2025/26 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 - CP4.4.1 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 2025/26 Activity			Progress	Commentary
KI4.1.1 Deliver the Redlands Coast Wildlife Connections Plan through Council's wildlife connections program.			Environment and Regulation	
a) Finalise the Redlands Coast Wildlife Connections Action Plan 2025-2030.	Q1		25%	

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 2025/26 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 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%	

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%	





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

Operational Plan 2025/26 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%	
b) Continue to deliver community fire management education events.	Q1		25%	



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

Operational Plan 2025/26 Activity			Progress	Commentary
KI4.4.1 Explore and implement opportunities to proactively reduce Council’s carbon footprint.			Environment and Regulation	
a) Develop the Redland City Council Carbon Reduction Plan.	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 2025/26 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 coastal monitoring activities.	Q1		25%	
b) Continue pilot design, construction and monitoring of Living Shoreline sites.	Q1		25%	
c) Create coastal management webpage and resources.	Q1		25%	
d) Commence local area adaptation planning for the CHAS.	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 2025/26 Activity			Progress	Commentary
KI4.6.1 Continue to review progress of the construction of the Material Recovery Facility.			City Assets	
a) Continue as part of the external working group of three Councils as a customer reference group to Greenovate Pty Ltd as construction continues.	Q1		25%	
b) Provide status updates on the Material Recovery Facility 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 2025/26 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%	







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 2025/26 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 2025-2030.	Q1		25%	
b) Detect and take preventative measures against 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) Deliver Council's Fire Ant Management Program to meet Council's general biosecurity obligation on Council owned and managed land.	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 2025/26 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 to support the delivery of Council's environmental strategies and action plans.	Q1		25%	
b) Design and deliver environmental education through engagement programs, tours and community talks.	Q1		25%	
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%	

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 2025/26 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) Deliver and review monitoring programs (water quality, aquatic habitat) including undertaking communication and data management to ensure the program aligns with Council's current and future needs.	Q1		25%	
b) Investigate opportunities to develop innovative stormwater solutions including the investigations and reporting of stormwater retrofit locations.	Q1		25%	
c) Develop restoration plans based on the identification and mapping of priority restoration areas.	Q1		25%	
d) Identify targeted works on priority private properties to increase resilience of our bay and creeks.	Q1		25%	
e) Monitor recreational water quality.	Q1		25%	
f) Respond to and investigate customer service requests for erosion and sediment control matters.	Q1		25%	

g) Monitor compliance with development approvals for sediment and erosion control matters on major developments in Redlands Coast.	Q1		25%	
h) Develop the Redlands Coast Bay and Creeks Action Plan 2026-2031.	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 2025/26 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 - KI4.11.1 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%

Natural Environment - Key Activities and Highlights

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

Council reviewed the Waste Reduction Treatment Strategy and attended CoMSEQ regular meetings, participating in responses to CoMSEQ.

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

Council continued its commitment to delivering the Redlands Coast Wildlife Connections Plan through Council's conservation and environmental education program. A key activity during this period has been the internal revision of the Wildlife Connections Action Plan, to ensure alignment with current ecological priorities and operational capacity. This review is part of Council's broader strategic effort to enhance wildlife corridor connectivity, reduce wildlife mortality and protect critical habitat areas across Redlands Coast.

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

Council continues to deliver the Redlands Coast Bay and Creeks Plan through Council's conservation and environmental education program guided by the associated Action Plan. As part of this commitment, two significant projects Hilliards Creek Fish Barrier Removal and Eprapah Creek Stabilisation have successfully secured funding through the Council of Mayors (SEQ) City Deal grant. These initiatives represent important steps in improving waterway health and connectivity across the region. The ongoing implementation of the Plan reflects Council's strategic focus on environmental restoration and resilience, with targeted actions supporting ecological outcomes and community engagement.

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

Council continues to deliver the Koala Conservation Program through the ongoing research projects and collaboration with key research partners and community engagement initiatives. This includes the delivery of several community engagement activities across September 2025 such as the Koala Watch Forum, release of the Koala Watch Dashboard, major awareness campaign and collaboration with Griffith University to deliver the Eco Markets featuring the Koala Family Fair.

Implement Council's fire management program.

Fire mitigation activities across Redlands Coast include prescribed burning, routine scheduled maintenance such as slashing of Fuel Free Zones, and proactive/reactive vegetation management through physical and mechanical fuel reduction. Community engagement events have been conducted to raise awareness of bushfire risks and management within the Redlands Coast community, featuring presentations from the Queensland Fire and Emergency Services and Council.

Implement the Coastal Hazards Adaptation Strategy (CHAS) across Redlands Coast.

Living Shoreline Pilots were constructed in July and August 2025. Asset capture and monitoring to follow. Ongoing tidal monitoring occurred across Redlands Coast with a review of LGA coverage and a gap identified at Amity.

Continue to review progress of the construction of the Material Recovery Facility.

Works are progressing well on site. The design of the building fabric is complete with construction of concrete works and steel framing proceeding. Design of the sorting material equipment was 50% complete at the end of Quarter One.

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

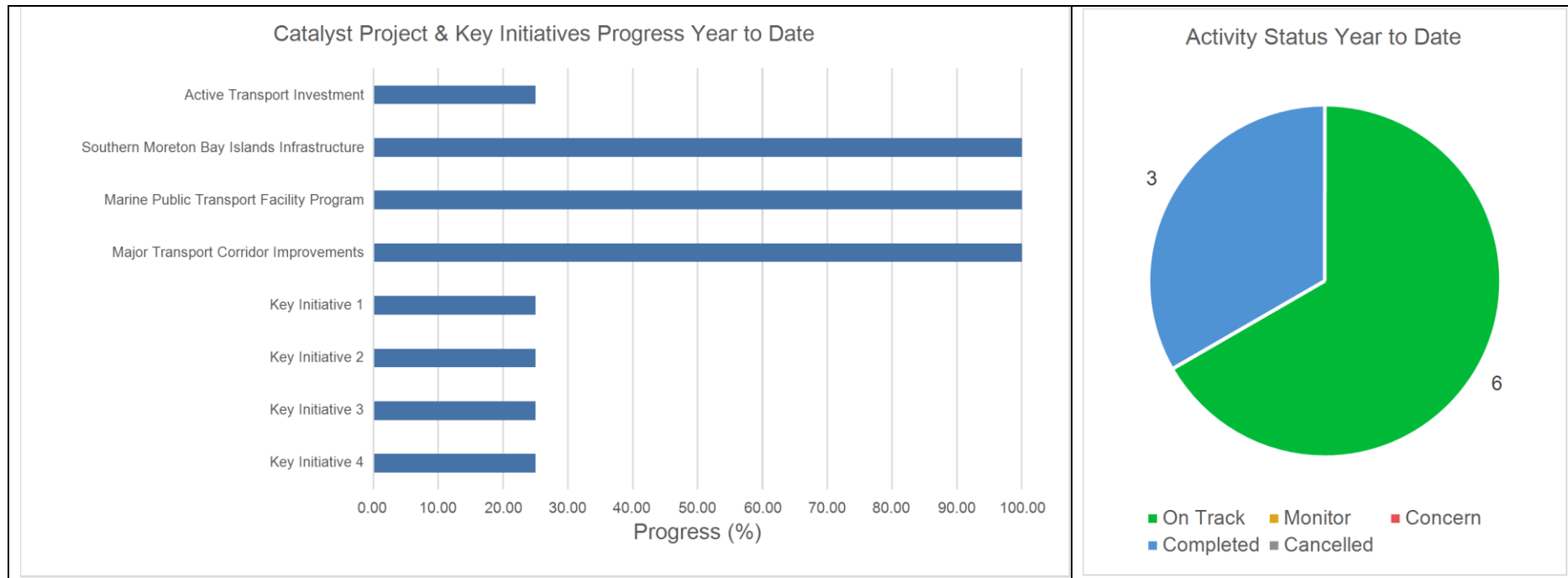
Council continues to implement the Redlands Coast Biosecurity Plan through coordinated efforts across multiple operational teams, supported by ongoing engagement and regular biosecurity meetings. As part of this work, the Fire Ant Management Program has completed 200 ground treatments covering 406 hectares and two drone-based aerial treatments across 69 hectares.

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

During the July and September school holidays 15 events were delivered, engaging over 1,100 participants. Major community events, including the Eco Markets and Family Koala Fair, attracted up to 4,000 attendees. IndigiScapes hosted 355 students through school programs and welcomed 45 tour participants.

Council currently has 447 registered participants across six programs. There has been 84,321m² of weed management with 6,184m² revegetated and 1,625 plants provided for an area of 2,044m² during this reporting quarter.



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




For details on Liveable Neighbourhoods Key Initiatives 1-4 refer pages 32 to 34 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 2025/26 Activity			Progress	Commentary
CP5.1.1 Continue to plan the delivery of projects identified in the pedestrian and cycleway strategy and network plan.			City Assets	
a) Continue to review the delivered pedestrian and cycleway network plan for priorities and progress.	Q1		25%	
b) Progress detailed design and construction of projects that continue to connect the existing pedestrian and cycleway networks.	Q1		25%	

Operational Plan 2025/26 Activity			Progress	Commentary
CP5.1.2 Progress planning for walking and riding networks in Redlands Coast.			City Planning and Assessment	
a) Continue to liaise with the State Government and engage with the Redlands Coast community on walking and cycle networks and grant opportunities.	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 2025/26 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	
COMPLETED - CP5.2.1 Catalyst Project completed in Quarter Four of Operational Plan 2024-2025. A roadmap to improve infrastructure on the islands and governance frameworks to progress future stages has been developed, with this catalyst project now complete.	Q1		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 2025/26 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 - CP5.3.1 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 2025/26 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	
COMPLETED - CP5.4.1 Catalyst project completed in Quarter Two of Operational Plan 2024-2025. Delivery of Stage 1 of the Wellington Street and Panorama Drive Upgrade was completed in 2024-2025, with this catalyst project now complete.	Q1		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 2025/26 Activity			Progress	Commentary
KI5.1.1 Deliver tactical placemaking initiatives and activations that complement existing businesses and strengthen the economic vitality of city centres.			Economic Development and Partnerships	
a) Test and trial temporary scalable place-based projects and experiences to attract visitors to city centres.	Q1		25%	
b) Collaborate with local retailers and hospitality businesses to ignite local day and night-time economies.	Q1		25%	
c) Record and share measurements and impact data generated by events and activities in public space.	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 2025/26 Activity			Progress	Commentary
KI5.2.1 Progress local area land use and infrastructure planning investigations.			City Planning and Assessment	
a) Progress the Jones Road to Old Cleveland Road Local Area Plan.	Q1		25%	
b) Continue to progress the statutory review of the Local Government Infrastructure Plan.	Q1		25%	
c) Continue to progress proposed changes to the planning provisions for the city's canal and lakeside estates.	Q1		25%	
d) Continue to represent Council and the Redlands Coast community interests in future State Government led planning and infrastructure investigations of Southern Thornlands.	Q1		25%	

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 2025/26 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 amendments to the Redland City Plan, including public consultation for any major amendments.	Q1		25%	
b) Continue to offer supporting incentives and support to landowners of local heritage listed properties.	Q1		25%	
c) Continue to progress actions included in the State Government led and approved Redlands Housing Strategy 2024-2046, that are endorsed by Council.	Q1		25%	

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 2025/26 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%	
b) Progress the Capalaba District Local Area Transport Plan and Cleveland Centre Local Area Transport Plan.	Q1		25%	
c) Progress the Redlands Coast Access and Parking Strategy.	Q1		25%	
d) As part of the SEQ City Deal, continue to advocate on the Translink Dunwich Ferry terminal upgrade project, for improved connectivity to North Stradbroke Island/Minjerribah to meet the access needs of residents, businesses and tourists.	Q1		25%	

Liveable Neighbourhoods - Key Activities and Highlights

Continue to plan the delivery of projects identified in the pedestrian and cycleway strategy and network plan.

The draft strategy has been completed, providing a clear framework for future actions. While an initial draft mapping has been developed to support the strategy, it requires an accurate and comprehensive mapping design by a specialist spatial expert. Engaging a qualified expert will ensure the mapping is correctly aligned with technical standards and operational requirements.

Progress planning for walking and riding networks in Redlands Coast.

Council advanced planning for walking and riding networks through the development of the Draft Redlands Coast Active Transport Strategy, which sets out initiatives to encourage greater participation in active transport across Redlands Coast. The draft strategy was released for community consultation in July 2025.

In addition, Council progressed the Moreton Bay Cycleway Ormiston Link Options Analysis which is now nearing completion and identifies the preferred alignment and design for this key missing link in the regional cycleway network.

Deliver tactical placemaking initiatives and activations that complement existing businesses and strengthen the economic vitality of city centres.

Council continued to work with traders, property owners, and community partners to deliver activations, strengthen data insights, and explore infrastructure opportunities that enhance vibrancy across Redlands Coast's centres and night-time economy.

Deliver the Redlands Coast Transport Strategy 2041.

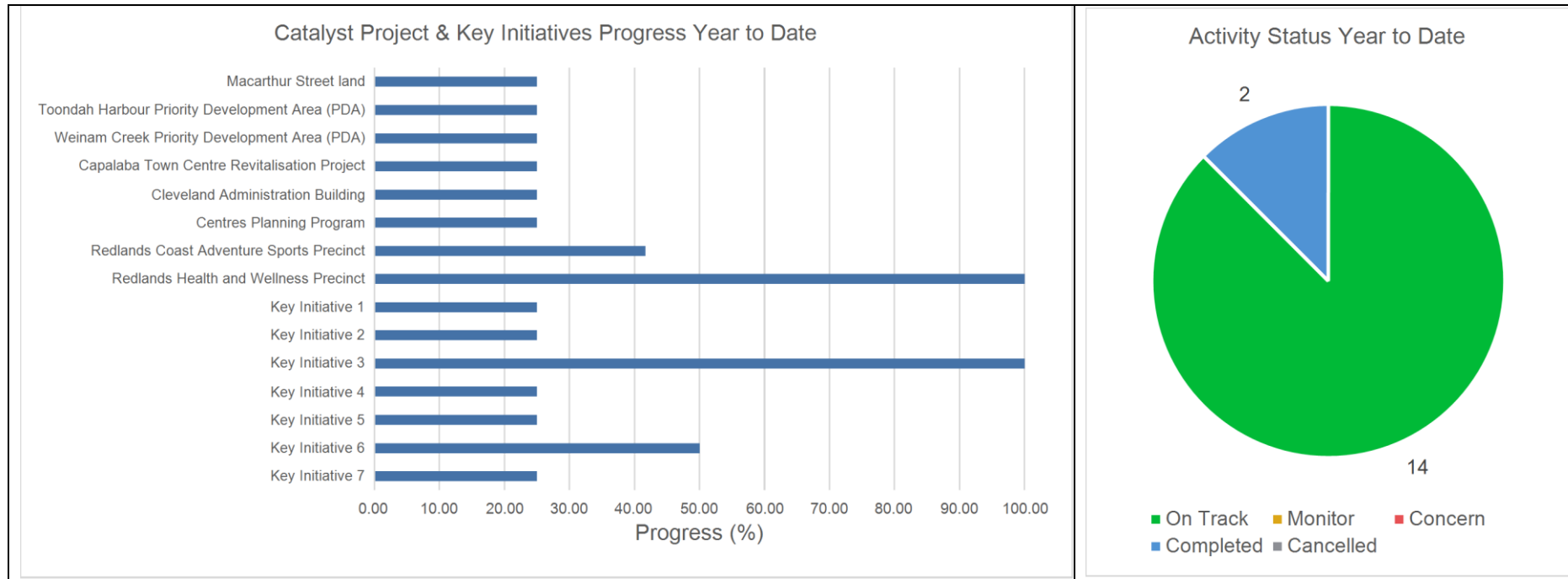
Council continued to progress the delivery of the Redlands Coast Transport Strategy. This work included the progression of Local Area Transport Plans (LATPs) for the Cleveland and Capalaba Centres. The Draft Cleveland Centre LATP underwent community consultation in July 2025, while the Draft Capalaba Centre LATP remained in development.

The Draft Redlands Coast Active Transport Strategy went to consultation in July 2025. It provided Council's long-term direction for encouraging more people to walk and ride across Redlands Coast.

The Draft Redlands Coast Access and Parking Strategy went to consultation in August 2025. It outlined Council's approach to achieving equitable access to key destinations and optimising the use of parking assets.

Council also worked closely with key external partners – including the Department of Transport and Main Roads, Translink, Queensland Rail, and Brisbane City Council – to pursue the advocacy priorities identified in the Redlands Coast Transport Strategy. These include the Cleveland rail duplication, Eastern Busway, State-controlled road upgrades, high-frequency public transport, and public transport on Redlands Coast islands.


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




For details on Thriving Economy Key Initiatives 1-7 refer pages 40 to 43 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 2025/26 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) Manage ongoing leases/licences with existing temporary commercial and community occupants to provide a safe site that benefits all users.	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 2025/26 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%	


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 2025/26 Activity			Progress	Commentary
CP6.3.1 Continue to 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) Continue to facilitate the provision of mixed-use parking facilities within the Weinam Creek Priority Development Area (PDA).	Q1		25%	
b) Continue the delivery of the infrastructure works within the Weinam Creek PDA project.	Q1		25%	
c) Continue to advocate for State Government funding for planning and delivery of integrated transport parking facilities within the Weinam Creek PDA.	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 2025/26 Activity			Progress	Commentary
CP6.4.1 Continue to 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 staged project delivery program for Capalaba Town Centre to Council including the development application and infrastructure agreement.	Q1		25%	




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

Operational Plan 2025/26 Activity			Progress	Commentary
CP6.5.1 Continue to review Council's civic and staff accommodation options.			Major Projects	
a) Continue development and evaluation of options to address Council's accommodation requirements.	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 2025/26 Activity			Progress	Commentary
CP6.6.1 Coordinate activity to achieve better place outcomes in the city's key activity centres.			Advocacy, Major Projects and Economic Development	
a) Implement agreed recommendations of the Centres Management Program review.	Q1		25%	
b) Provide a functional brief to inform the Cleveland Town Centre Revitalisation Project.	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 2025/26 Activity			Progress	Commentary
CP6.7.1 Continue planning with the Games Independent Infrastructure and Coordination Authority (GIICA) for its delivery of the Redland Whitewater Centre to provide sport, recreation and emergency services education and training facilities as part of the Birkdale Community Precinct.			Major Projects	
a) Continue to work with the Games Independent Infrastructure and Coordination Authority (GIICA) to finalise its Project Validation Report process for the Redland Whitewater Centre for State and Commonwealth government investment decision.	Q1		25%	
b) Complete the self-referral to the Commonwealth Government for assessment under the Environment Protection and Biodiversity Conservation Act 1999.	Q1		75%	
c) Implement Council 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%	

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 2025/26 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 - CP6.8.1 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%	

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 2025/26 Activity			Progress	Commentary
KI6.1.1 Implement a considered and coordinated approach to economic development through an adopted framework and deliver on agreed strategic priorities for Redlands Coast.			Economic Development and Partnerships	
a) Following the review of the Economic Development Framework 2014-2041, establish a revised framework identifying key accountabilities and priorities.	Q1		25%	
b) Identify strategic priorities for economic development in Redlands Coast.	Q1		25%	
c) Continue to participate in taskforces and committees that promote and support economic development outcomes.	Q1		25%	
d) Implement an annual small business development program.	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 2025/26 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%	




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 2025/26 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 - KI6.3.1 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%	

Key Initiative KI6.4 Key Initiative 4 – Collaborate with community, industry, local businesses, and entrepreneurs to realise opportunities in the circular economy.


Operational Plan 2025/26 Activity			Progress	Commentary
KI6.4.1 Continue to investigate collaborative opportunities for exploration and investment.			Economic Development and Partnerships	
a) Leverage partnership with Griffith University to explore community led repair, reuse and recycle initiatives.	Q1		25%	
b) Develop a paper on the current circular economy ecosystem in Redlands Coast and identify opportunities for industry partnerships and interventions to maximise value.	Q1		25%	
c) Facilitate local business development activities focused on sustainability to support local suppliers' preparedness for Brisbane 2032.	Q1		25%	
d) Support realisation of circular economy outcomes and service efficiencies on the Southern Moreton Bay Islands (SMBI) and North Stradbroke Island/Minjerribah.	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 2025/26 Activity			Progress	Commentary
KI6.5.1 In line with adopted strategies support targeted opportunities to nurture and realise investment.			Economic Development and Partnerships	
a) Continue to work with industry and relevant government agencies to support inward and outward, domestic and international trade opportunities.	Q1		25%	
b) Work with key stakeholders to explore opportunities to incentivise and derisk desired investments, including accommodation developments.	Q1		25%	
c) Increase visibility of Invest Redlands brand through digital and industry communications.	Q1		25%	

Operational Plan 2025/26 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) In partnership with RSPCA Queensland, progress the development program and delivery for the Wildlife Hospital and Centre of Excellence.	Q1		25%	
b) Progress detailed design of the overall precinct based on the development program and delivery timeline.	Q1		25%	
c) Progress procurement for construction of Council led infrastructure to enable construction to commence in sequence with RSPCA Queensland construction staging and the overall development program.	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 2025/26 Activity			Progress	Commentary
KI6.6.1 Attract and retain key events that showcase the Redlands Coast's natural wonders and cultural richness, connect the community, increase the city's vibrancy, and support sustainable visitor economy growth.			Communication, Engagement and Tourism	
a) Implement key actions in the Redlands Coast Events Strategy and Action Plan 2024-2029 as prioritised by the Events Strategy Steering Group.	Q1		50%	

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

Operational Plan 2025/26 Activity			Progress	Commentary
KI6.7.1 Attract, support and deliver events that support the values and aspirations of the Redlands Coast community and drive visitor economy benefits.			Communication, Engagement and Tourism	
a) Evaluate AdventureFest 2025 outcomes, and plan and deliver AdventureFest 2026.	Q1		25%	
b) Provide sponsorship opportunities including target funding for events to deliver economic and community outcomes for Redlands Coast.	Q1		25%	

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) and Council continued to advocate to the Queensland Government for support in the delivery of the ferry terminal update and marine infrastructure improvements within the Toondah Harbour Priority Development Area.

Continue to 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) and Council continued to advocate to the Queensland Government to secure funding support for the delivery of the multi-level car park. RIC continued to finalise designs for the upcoming construction stages including the loop road and the Moreton Bay Cycleway (MBC) extension.

Continue to 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. The project team continued to work closely with Council to finalise the designs for Stage 1 of the project.

Continue to review Council's civic and staff accommodation options.

Council continued to develop and evaluate options to address Council's accommodation requirements.

Coordinate activity to achieve better place outcomes in the city's key activity centres.

Recommendations from the Centres Management Program Review are being implemented. Engagement to support place-based outcomes is continuing with key stakeholders, including traders, trader groups and chambers of commerce and Redlands Investment Corporation.

Implement a considered and coordinated approach to economic development through an adopted framework and deliver on agreed strategic priorities for Redlands Coast.

Development of a new economic framework is underway, with current state of the economy analysis completed, key stakeholder engagement in progress and strategic priorities being formulated.

In line with adopted strategies support targeted opportunities to nurture and realise investment.

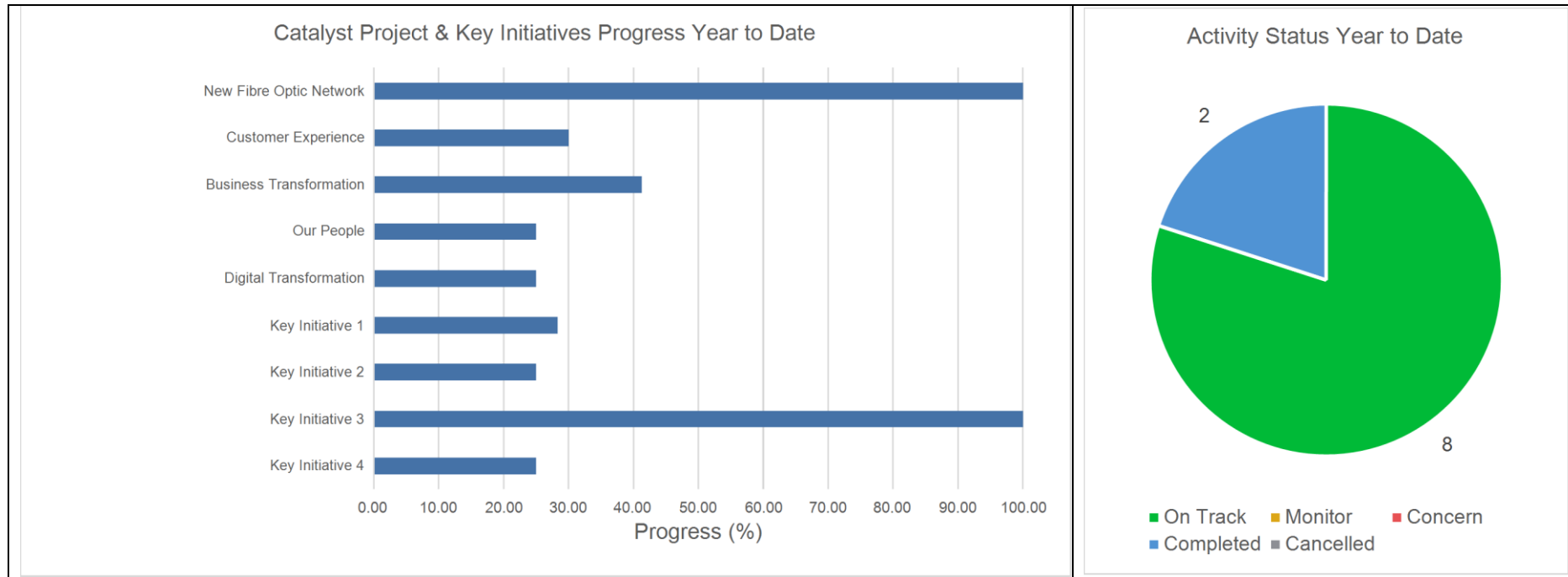
Regular efforts were made to identify investment ready and desired economic outcome opportunities for Redlands Coast. Engagement with state and federal investment agencies is being maintained for the purpose of understanding opportunities and attracting potential investment partners.

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.

RSPCA Queensland continue to refine the final project design and scope to allow progression of development assessment and detailed design requirements. Council's civil works, promenade, and infrastructure designs have been refined accordingly to support integrated delivery opportunities. The playground design has been finalised in collaboration with key stakeholders. The concept design for café expansion is underway to address capacity, safety, and operational improvements, enabling future service growth.

Early concepts are in development for a Discovery Centre refresh, focusing on improved opportunities for educational experiences and diversification of themes and campaigns to enhance the visitor experience.


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 48 to 49 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 2025/26 Activity			Progress	Commentary
CP7.1.1 Continue to progress the Redlands Coast Fibre Optic Network.			Corporate Services	
COMPLETED - CP7.1.1 Catalyst Project completed in Quarter Four of Operational Plan 2024-2025. Commercial arrangement options for a Fibre Optic Network with a nominated carrier were finalised in 2024-2025, with this catalyst project now complete.	Q1		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 provide quality customer outcomes consistently. By engaging with our community we will work to enhance our digital capabilities.


Operational Plan 2025/26 Activity			Progress	Commentary
CP7.2.1 Progress the approved Channel Management Strategy 2024-2029 implementation roadmap.			Customer and Cultural Services	
a) Commence implementation of the Channel Management Strategy 2024-2029.	Q1		30%	


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 2025/26 Activity			Progress	Commentary
CP7.3.1 Evolve and embed the Business Transformation Strategy 2022-2027 to drive continuous improvement and measurable benefits for the organisation and community.			People, Culture and Organisational Performance	
a) Continue to implement initiatives from the Business Transformation Strategy 2022–2027 with a focus on digital innovation and simplification of key business processes.	Q1		100%	
b) Support the design of an enterprise benefits realisation approach with the established Working Group, to enable staff to measure, monitor and report on the financial, operational and community value of transformation initiatives.	Q1		25%	
c) Identify and initiate next-phase transformation opportunities in partnership with service areas.	Q1		25%	





d) Progress the external review of all Redland City Council services, organisational structure and delivery models.	Q1		15%	Procurement and scope development for the external service and efficiency review are underway.
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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 2025/26 Activity			Progress	Commentary
CP7.4.1 Support Council leaders to focus on bringing out the best in others, their departments, teams and anyone they do business with.			People, Culture and Organisational Performance	
a) Continue to embed the Leadership Development Plan 2023-2028.	Q1		25%	

Operational Plan 2025/26 Activity			Progress	Commentary
CP7.4.2 Support Council officers to be ready, willing and able to change direction, adapt and respond to Redlands Coast community and customer needs.			People, Culture and Organisational Performance	
a) Build capability and apply the structured change management methodology more widely to ensure Council officers are supported to adopt organisational changes, new processes and technology.	Q1		25%	


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 2025/26 Activity			Progress	Commentary
CP7.5.1 Continue to deliver the Digital Transformation Program along with strategic information management goals 2025-2026.			Corporate Services	
a) Continue planned works with our major technology vendors and partners.	Q1		25%	
b) Continue to consolidate Council’s legacy platforms into our enterprise resource planning tool and/or other consolidated platforms.	Q1		25%	
c) Continue to migrate critical services to more resilient platforms.	Q1		25%	
d) Continue work to strengthen Council’s cyber resilience through further alignment and continuous improvement against commonly adopted frameworks.	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 2025/26 Activity			Progress	Commentary
KI7.1.1 Build a sustainable approach to service planning across Council.			People, Culture and Organisational Performance	
a) Lay the foundations for embedding Council's service planning approach, including the validation, refinement, and endorsement of current ('as is') services within the Service Catalogue.	Q1		10%	The Service Catalogue has been drafted and finalised, with Executive Leadership Team (ELT) noting scheduled in Quarter Two. The draft Service Planning approach will also be presented to ELT for review and direction.
b) Partner with internal working groups to apply the approach, including reviewing and confirming Service Catalogue content, to inform decision-making and support resourcing prioritisation.	Q1		50%	
c) Develop and implement a governance model to maintain the Service Catalogue and associated planning data.	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 2025/26 Activity			Progress	Commentary
KI7.2.1 Continue to deliver key elements of the Strategic Asset Management Roadmap 2022-2027 to improve asset data quality, insights and governance, enabling improved long-term decision making.			Major Projects	
a) Continue delivery of the Strategic Asset Management Roadmap 2022–2027 by progressing initiatives across governance, data, systems and planning to improve asset management maturity.	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 2025/26 Activity			Progress	Commentary
KI7.3.1 Improve our value for money delivery through the upgrade of our financial management system			Corporate Services	
COMPLETED - KI7.3.1 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%	

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 2025/26 Activity			Progress	Commentary
KI7.4.1 Advance Council's strategic procurement operating model.			Procurement and Contracts	
a) Continue to mature Council's procurement practices.	Q1		25%	

Efficient and Effective Organisation - Key Activities and Highlights

Evolve and embed the Business Transformation Strategy 2022-2027 to drive continuous improvement and measurable benefits for the organisation and community.

The Business Transformation Strategy continues to guide Council's journey toward greater efficiency, innovation, and measurable community value. Key initiatives are embedding continuous improvement practices across the organisation, streamlining processes, and enhancing service delivery to ensure sustainable benefits for both Council and the community.

Support Council leaders to focus on bringing out the best in others, their departments, teams and anyone they do business with.

The Leadership Development Plan 2023-2028 is embedded with the commencement of the Service Manager and Executive Officer Leaders Program building capability and facilitate a collaborative and connected working environment through improved performance and productivity.

Support Council officers to be ready, willing and able to change direction, adapt and respond to Redlands Coast community and customer needs.

Council established a change agent network to build change capability and skills through a community of practice, shared lessons learnt, and guided support for implementation of change tools and resources.

Build a sustainable approach to service planning across Council.

A sustainable, organisation-wide service planning approach has been drafted, which aims to provide a clear framework for how Council defines, delivers, and reviews its services. To ensure alignment with strategic priorities, support informed decision-making, and strengthen long-term financial and operational sustainability.

Advance Council's strategic procurement operating model.

Training continued with users of the new Supply Chain Management modules to enhance procurement governance and capability across Council. Dashboards are being finalised to provide necessary insight into Council contracts and commitments.