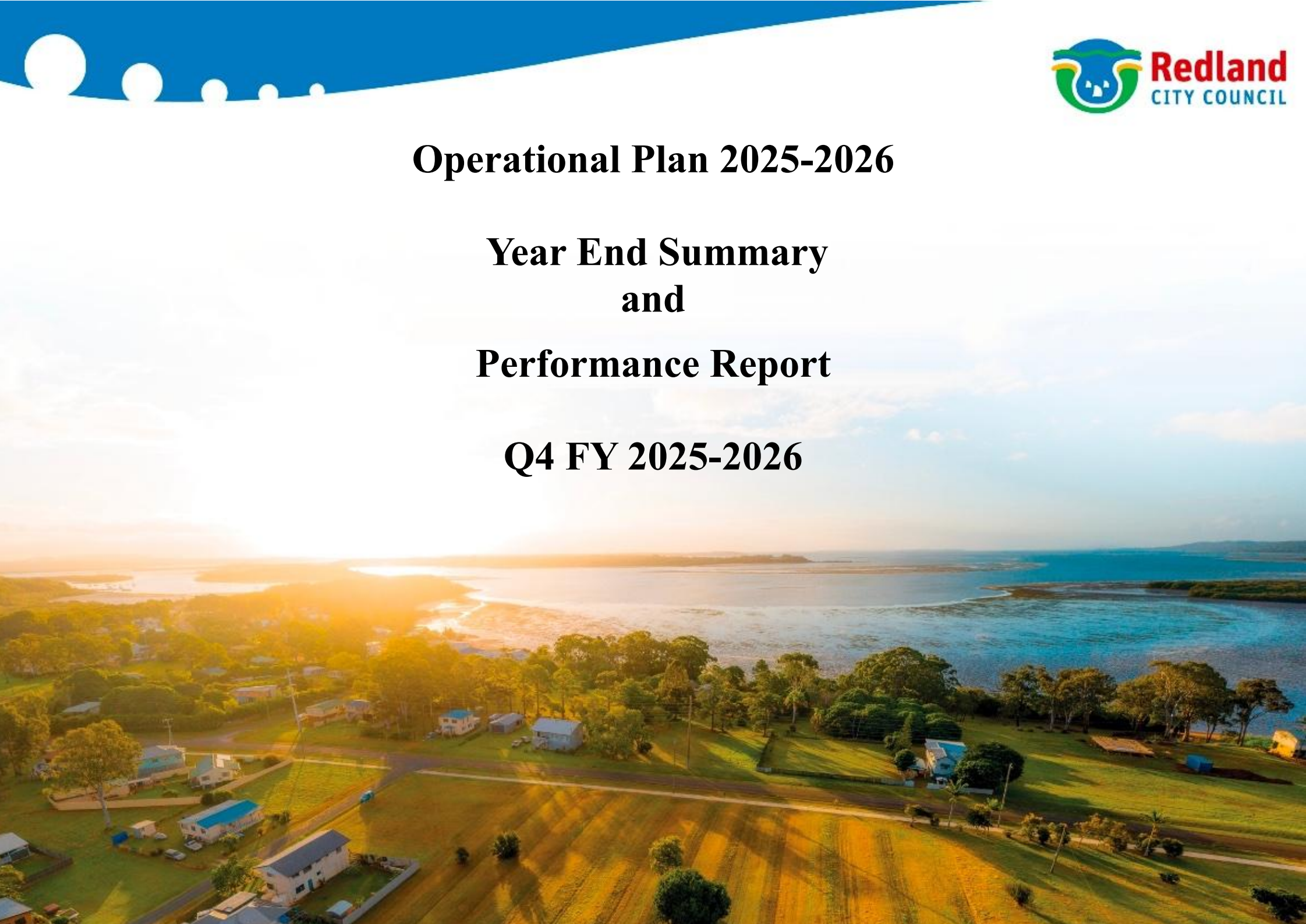


Operational Plan 2025-2026

Year End Summary and

Performance Report

Q4 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.

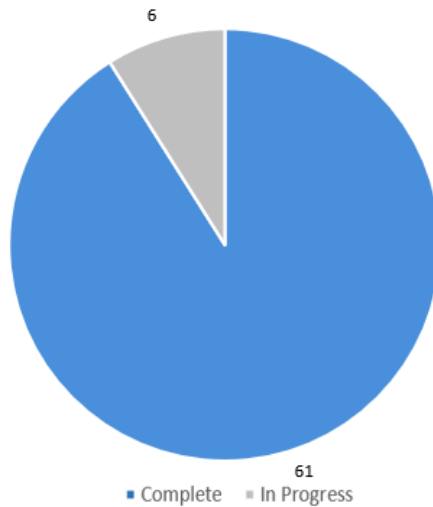
The Operational Plan Quarterly Performance Report includes a progress and status update for the 71 activities for catalyst projects and key initiatives outlined in the Plan. The report provides commentary by exception on activity tasks that are not 100% completed. In addition, the report provides Key Activities and Highlights under each goal (theme) of the Corporate Plan.

What’s in the Operational Plan 2025-2026?

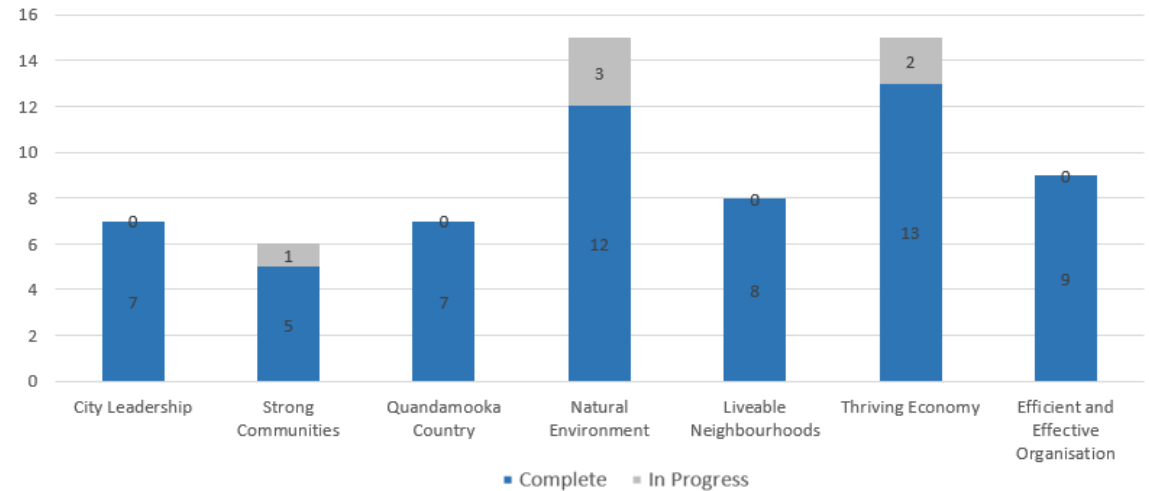
	Goals (Themes)	Catalyst Project Activities	2026 Key Initiative Activities
	CITY LEADERSHIP	3	4
	STRONG COMMUNITIES	3	3
	QUANDAMOOKA COUNTRY	3	5
	NATURAL ENVIRONMENT	4	11
	LIVEABLE NEIGHBOURHOODS	5	4
	THRIVING ECONOMY	8	8
	EFFICIENT AND EFFECTIVE ORGANISATION	6	4

Operational Plan 2025-2026 End of Year Summary

Operational Plan 2025-2026 Year End Summary



Operational Plan 2025-2026 Year End Summary



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

In 2025-2026, Council completed all activities for 61 of 67 catalyst projects and key initiatives articulated in the *Operational Plan 2025-2026*.

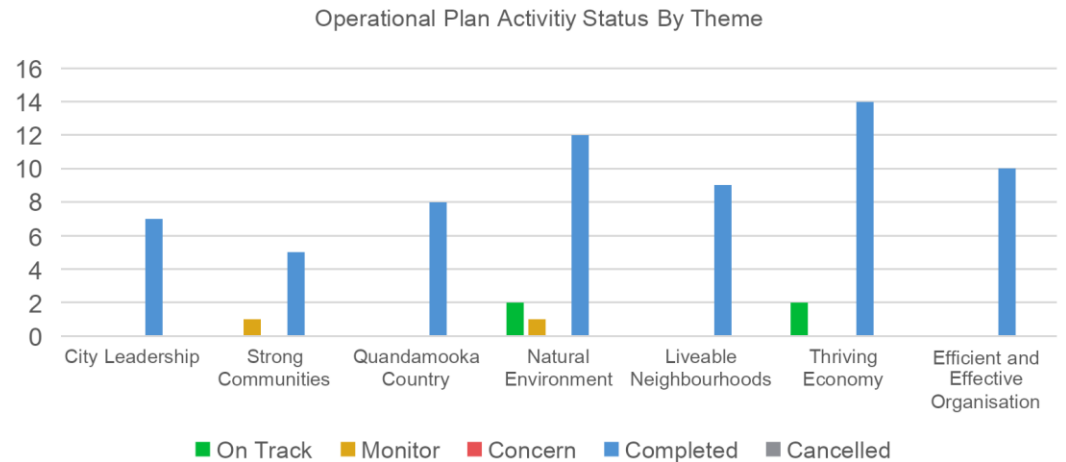
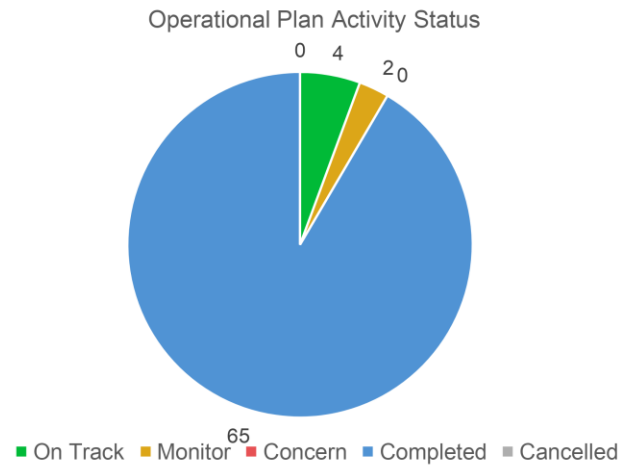
Council will continue to progress tasks for the 6 catalyst projects and key initiatives not completed in 2025-2026. A progress status and comment have been provided in this report for all tasks not completed in 2025-2026.

In addition, a summary table of the 6 catalyst projects and key initiatives not completed in Quarter Four is provided below. The table highlights Quarter Four progress comments and if activities are included in Council's Operational Plan 2026-2027, which is the first annual operational plan delivering on Council's new Corporate Plan 2026-2031.

2025-2026 Quarter Four Status	Progress Comment
1. Catalyst Project CP2.1 Redlands Coast Regional Sport and Recreation Precinct – overall activity progress at 75% Monitor	In 2026-2027, progress and reporting will continue in the Operational Plan 2026-2027 under PE2.1D <i>Progress the assessment of the Redland Coast Regional Sport and Recreation Precinct currently under the Environmental Protection and Biodiversity Conservation Act 1999.</i>
2. 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 – overall activity progress at 75% Monitor	In 2026-2027, progress and reporting will continue in the Operational Plan 2026-2027 under SE4.1A <i>Finalise and present the Foreshore Access Strategy (FAS) to Council for consideration and adoption.</i>
3. 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 – overall activity progress at 95% On Track	In 2026-2027, progress and reporting will continue in the Operational Plan 2026-2027 under LN4.1A <i>Implement the Wastewater Treatment Plant Adaptive Planning Strategy</i> including collaboration with State regulatory bodies.
4. Key Initiative KI4.10 – Implement programs to address the impacts of land uses on waterways by delivering a coordinated approach to catchment management – overall activity progress at 91% On Track	In 2026-2027, progress and reporting will continue in the Operational Plan 2026-2027 under SE2.1A <i>Investigate and respond to incidents of pollution and sediment releases from development and other activities.</i>
5. 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. – overall activity progress at 87% On Track	In 2026-2027, progress and reporting will continue in the Operational Plan 2026-2027 under PE2.1J <i>Develop and commence implementation of a functional brief to inform the Cleveland Town Centre Revitalisation project to activate the Cleveland Town Centre.</i>
6. 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	In 2026-2027, progress and reporting will continue in the Operational Plan 2026-2027 under PE2.1E <i>Finalise detailed infrastructure design packages and commence delivery of priority works for the Birkdale Community Precinct.</i>

2025-2026 Quarter Four Status	Progress Comment
<i>education and training facilities</i> – overall activity progress at 86% On Track	

Operational Plan 2025-2026 Activity Progress



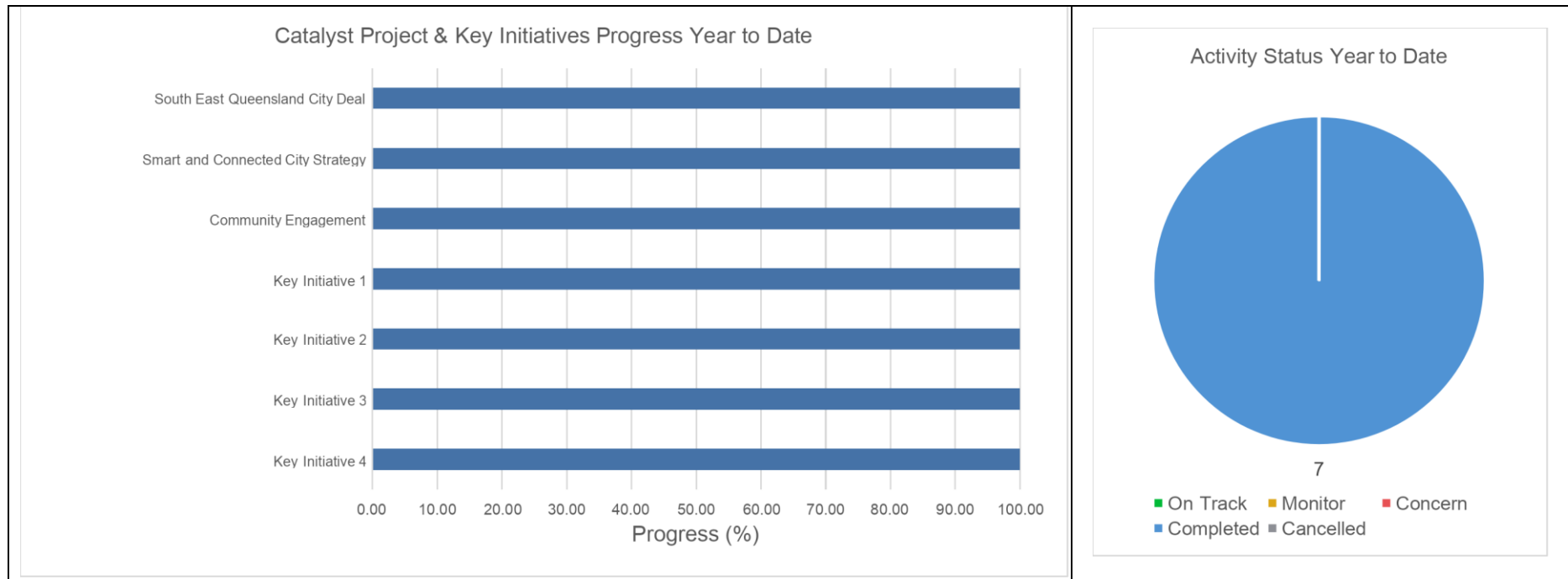
	On Track	Monitor	Concern	Completed	Cancelled
City Leadership	0	0	0	7	0
Strong Communities	0	1	0	5	0
Quandamooka Country	0	0	0	8	0
Natural Environment	2	1	0	12	0
Liveable Neighbourhoods	0	0	0	9	0
Thriving Economy	2	0	0	14	0
Efficient and Effective Organisation	0	0	0	10	0

Operational Plan 2025-2026 Activity Progress – Organisational Performance

Name	On Track	Monitor	Concern	Completed	Cancelled	Total Number of Activities
Community and Customer Services	1	0	0	27	0	28
Office of the CEO	0	0	0	4	0	4
Organisational Services	0	0	0	17	0	17
Infrastructure and Operations	3	2	0	17	0	22
Total	4	2	0	65	0	71

Name	On Track	Monitor	Concern	Completed	Cancelled	Total Number of Activities
City Assets	1	1	0	9	0	11
City Operations	0	0	0	1	0	1
City Planning and Assessment	0	0	0	4	0	4
Communication, Engagement and Tourism	0	0	0	8	0	8
Communities	0	0	0	1	0	1
Governance and Legal Services	0	0	0	5	0	5
Corporate Services	0	0	0	3	0	3
Customer and Cultural Services	0	0	0	2	0	2
Economic Development and Partnerships	0	0	0	12	0	12
Environment and Regulation	1	0	0	8	0	9
Major Projects	2	1	0	7	0	10
People, Culture and Organisational Performance	0	0	0	4	0	4
Procurement and Contracts	0	0	0	1	0	1
Total	4	2	0	65	0	71

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



For details on City Leadership Key Initiatives 1-4 refer to pages 11 to 13 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.			Major Projects	
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) 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%	
	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 2025/26 Activity			Progress	Commentary
CP1.2.1 Continue to engage with key stakeholders on smart city opportunities.			Economic Development and Partnerships	
	Q1		25%	

a) Support development of the SEQ Smart Region Digital Plan and related opportunities for collaboration and innovation.	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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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

Operational Plan 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%	
	Q2		100%	
	Q3		100%	
	Q4		100%	

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%	
	Q2		100%	
	Q3		100%	
	Q4		100%	

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%	
	Q2		100%	
	Q3		100%	
	Q4		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%	
	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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Investigate and implement improvements to government stakeholder database capture, management and use.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

Key Initiative KI1.4 Key Initiative 4 – Advocate for all islands to be recognised in a regional status to create greater funding opportunities.

Operational Plan 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Implement actions from the advocacy management program 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 has continued to engage with regional partners, government agencies, industry and research organisations to identify and progress smart city and digital innovation opportunities. This work aligns with the SEQ Digital Plan, which promotes a coordinated regional approach to digital transformation through improved connectivity, shared data environments, smart infrastructure, digital services and the application of emerging technologies such as Artificial Intelligence (AI) and Internet of Things (IoT).

Engagement has focused on opportunities that can improve service delivery, support economic development, strengthen resilience and inform evidence-based decision-making. Participation in regional discussions helps position Redland City to leverage future collaborative initiatives and investment opportunities while ensuring local priorities are represented in the development of South East Queensland's digital and smart city agenda.

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

An internal community engagement roadshow, designed to strengthen and enhance Council officers' understanding of the Community Engagement Policy and Framework, has now been completed. A total of five roadshow sessions were delivered across key Council units. In addition, an online engagement learning webinar was introduced, open to all Council employees. This marked the establishment of an ongoing program of quarterly training sessions to support continuous learning and capability development until December 2026.

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.

Council adopted a preferred content management system and successfully transitioned three key websites: the corporate website (www.redland.qld.gov.au), IndigiScapes website (formerly indigiscapes.redland.qld.gov.au) and the Visit Redlands Coast website (www.redlandscoast.com.au). The Communication, Engagement and Tourism Group also engaged with other Council business areas to plan the transition of all remaining Council websites to the new content management system.

City Leadership - Key Activities and Highlights continued

Continue to build partnerships with the State and Commonwealth Governments.

Council continued ongoing advocacy engagement with other levels of government via the preparation, endorsement and submission of advocacy motions to the Australian Local Government Association's (ALGA) National General Assembly, held in June 2026 in Canberra. Both of Council's motions were accepted at the conference and will influence ALGA's national priorities. Council's two motions addressed to the Commonwealth Government, focussed on:

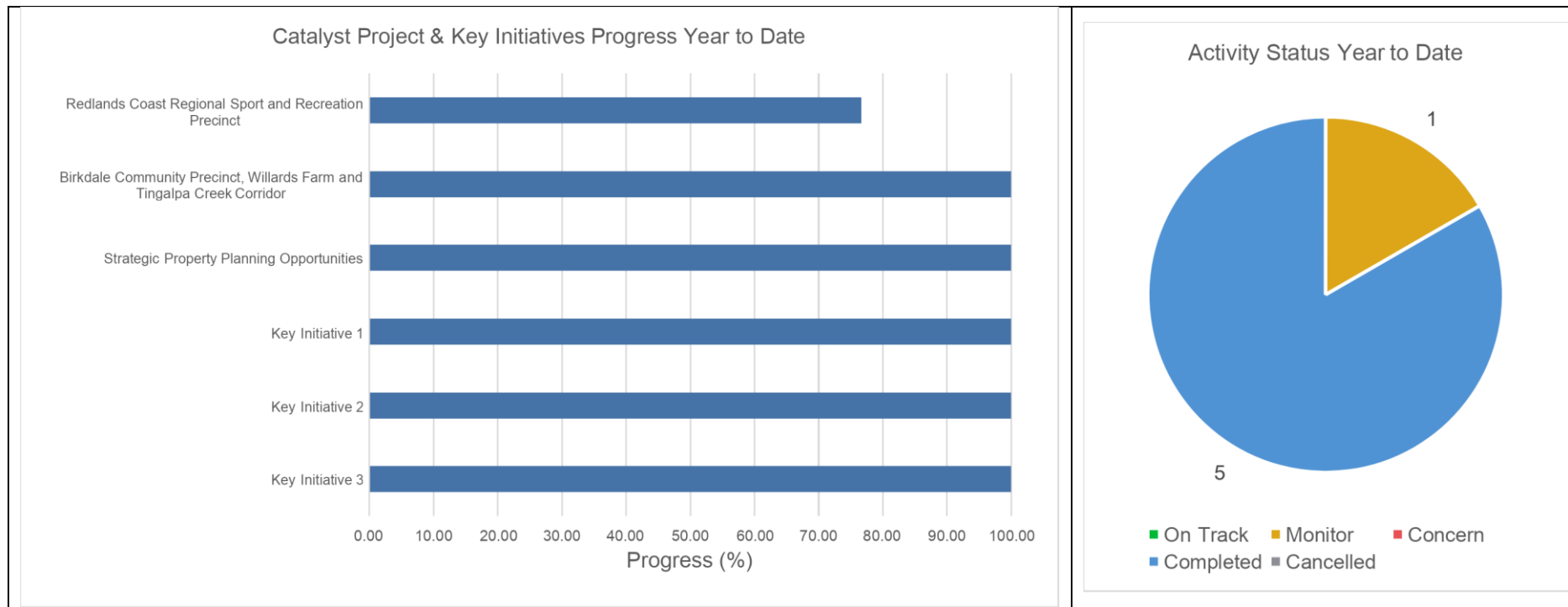
1. Supporting modern, safe and equitable cemetery and funeral practices
2. Seeking funding support for Local Government environment protection and biodiversity conservation obligations.

In addition, ongoing collaboration with the Council of Mayors South East Queensland was undertaken to advance regional advocacy priorities, early work was undertaken in preparing potential motions for the Local Government Association of Queensland's annual conference later in 2026, as well as advocacy support for the State Government's 2026-2027 budget which was released in June 2026.

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

The Redlands Coast islands advocacy analysis and roadmap (action plan) was presented to Council's Executive Leadership Team, the analysis is planned to also be presented to Councillors later in 2026. Implementation of the roadmap (action plan) is ongoing.

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



For details on Strong Communities Key Initiatives 1-3 refer to pages 20 to 23 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%	
	Q2		50%	
	Q3		50%	Council continued to work through options to address the offset requirements associated with the Environment Protection and Biodiversity Conservation Act 1999 approval.
	Q4		90%	Assessment of the revised Precinct Master Plan under the EPBC Act continued. Environmental approvals documentation and supporting investigations progressed. Council has provided updates on the status of the project through the sports club volunteer working group.
b) Continue to progress delivery of the revised Redlands Coast Regional Sport and Recreation Precinct Master Plan 2023.	Q1		25%	
	Q2		25%	Delivery of the revised Master Plan is on hold pending assessment under the Environment Protection and Biodiversity Conservation Act (EPBC Act).

	Q3		25%	Revision of the Master Plan is on hold while Council continued to work through options to address the offset requirements associated with the Environment Protection and Biodiversity Conservation Act 1999 approval.
	Q4		50%	Council progressed planning and delivery activities under the revised Master Plan by advancing precinct delivery strategy, governance arrangements, and implementation planning. This work supported the staged delivery of regionally significant sport and recreation infrastructure, ensuring a coordinated and strategic approach to precinct development and project outcomes.
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%	
	Q2		50%	
	Q3		50%	The Indoor Sports Action Plan was completed in September 2025. Council is currently engaging a consultant to undertake due diligence, master planning and business case for the preferred site. In addition, short-term actions are being developed to address indoor court access.
	Q4		90%	Council continued implementation of city-wide sport and recreation planning initiatives by identifying priorities that respond to current and future community needs. This work supported the coordinated investment in sport and recreation infrastructure across Redlands Coast, helping to ensure strategic, sustainable, and community-focused delivery of facilities and services.

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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Develop and implement activation opportunities at Willard's Farm including advancing its community utilisation through additional infrastructure.	Q1		50%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Continue planning for delivery of site-wide enabling works for the Birkdale Community Precinct.	Q1		25%	
	Q2		50%	
	Q3		50%	Design for the Birkdale Community Precinct and the Redland Whitewater Centre continued to progress. RCC commenced procurement for a designer to progress the enabling infrastructure. Redland City Council referred the Birkdale Community Precinct to the Australian Government for assessment under the Environment Protection and Biodiversity Conservation Act 1999, commonly known as the EPBC Act.

	Q4		100%	
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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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

b) Finalise implementation of the Redlands Coast Age-friendly Action Plan 2021-2026 and commence development of next iteration.	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 and commence implementation of the Redlands Coast Community Safety Action Plan.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
f) Undertake planning and activities to enhance community perceptions and experiences of safety and local responses.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

g) Undertake design, planning, and approvals for a new community building on Macleay Island.	Q1		25%	
	Q2		50%	
	Q3		100%	
	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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
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%	
	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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Facilitate and support industry education and engagement opportunities to support local workforce needs	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Nurture opportunities for innovation through the Creating Better Business program at Griffith University.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) Undertake a review of the International Relations Program.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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 progressed planning and delivery activities under the revised Master Plan by advancing precinct delivery strategy, governance arrangements, and implementation planning. This work supported the staged delivery of regionally significant sport and recreation infrastructure, ensuring a coordinated and strategic approach to precinct development and project outcomes.

Progress implementation of the Birkdale Community Precinct Master Plan.

The plan of development was completed detailing projects anticipated to be delivered pre-2032.

Council engaged a principal consultant to progress design of critical infrastructure on the site (roads, carparks, utilities).

The Lagoon Precinct reached 100% detailed design.

The restoration of Willard's farm was completed and venue opened and activated.

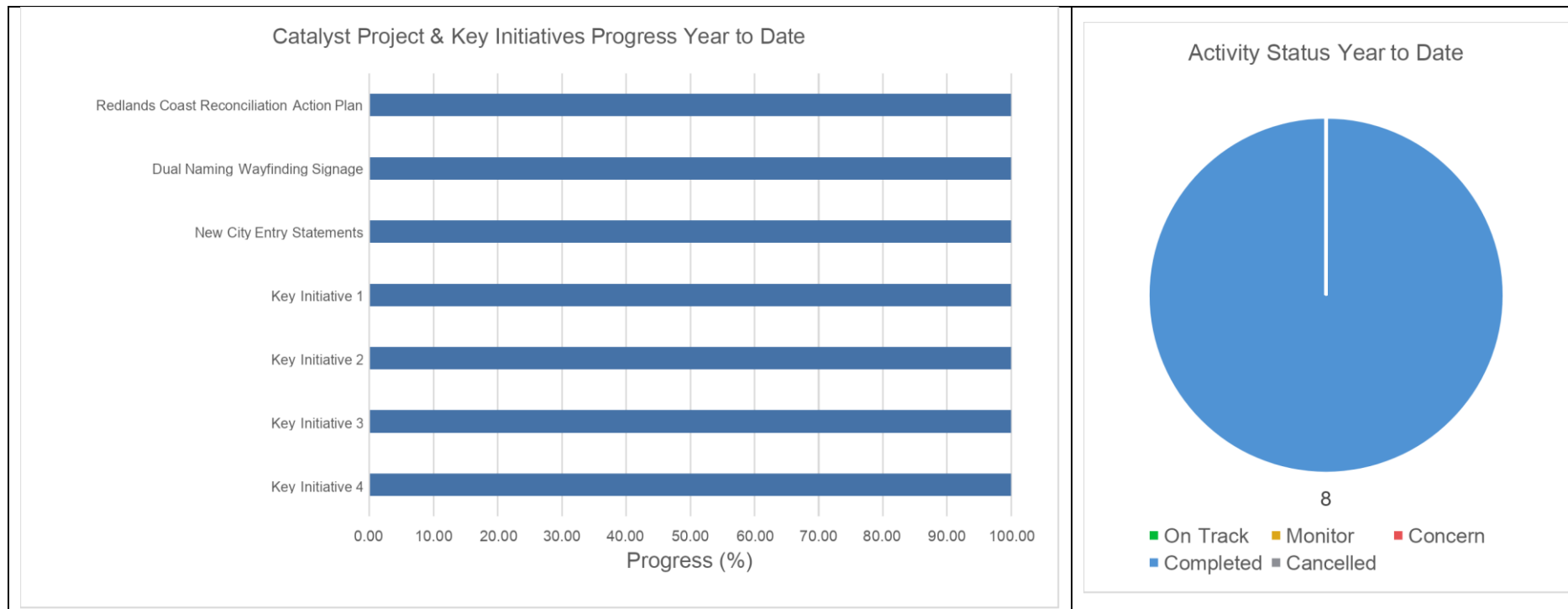
Implement the Stronger Communities Strategy and Action Plans by delivering initiatives that enhance community wellbeing, build capacity and strengthen the resilience of Redlands Coast communities.

The Community Safety Action Plan 2026-2028 has been endorsed and implementation has commenced. Implementation of the Age-friendly Action Plan has been completed, with future initiatives delivered under the Stronger Communities Strategy.

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 continued to enhance community engagement through the delivery of a diverse range of activities, programs, services and events. This commitment is guided by the Library Service Strategic Plan 2023–2028 and the Creative Arts Service Strategic Plan 2024–2029. Following the adoption of these plans, implementation activities commenced and engagement with relevant teams to support delivering projects like the new Capalaba Library, extensive art exhibits and workshops at the Art Gallery and increased activation at the Redlands Performing Arts Centre (RPAC) after the new forecourt opening. Together, these initiatives continue to support vibrant community participation and enrich cultural experiences across Redlands Coast.

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



For details on Quandamooka Country Key Initiatives 1-4 refer to pages 27 to 31 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).			Governance and Legal Services	
a) Develop the Innovate Reconciliation Action Plan.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Upon development of the draft Innovate Reconciliation Action Plan, seek approval from Reconciliation Australia.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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.			Governance and Legal Services	
a) Monitor and support Council to implement actions in the Dual Naming Guideline.	Q1		100%	
	Q2		100%	

	Q3		100%	
	Q4		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%
	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 2025/26 Activity		Progress	Commentary
KI3.1.1 Support the delivery of Indigenous Land Use Agreement (ILUA) commitments.		Governance and Legal Services	
a) Continue to engage with the appointed chair of Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).	Q1		25%
	Q2		50%
	Q3		75%
	Q4		100%
	Q1		25%

b) Manage Council's commitments under the ILUA by coordinating with the ILUA Consultative Committee and Protecting Sea, Land and Environment Committee.	Q2		50%	
	Q3		75%	
	Q4		100%	
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 2025/26 Activity			Progress	Commentary
KI3.2.1 Implement culturally appropriate protocols and promote traditional knowledge.			Governance and Legal Services	
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 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.			Governance and Legal Services	
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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue to identify Council’s works and public interests and associated community use and tenures within Quandamooka Native Title Claim areas.	Q1		25%	
	Q2		50%	
	Q3		75%	

	Q4		100%	
c) Continue to keep the Redlands Coast community informed regarding the progress of the Quandamooka Coast Native Title Claim through regular updates.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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%		
	Q2		100%		
	Q3		100%		
	Q4		100%		
b) Engage with First Nation tourism operators to strengthen cultural tourism opportunities on Redlands Coast.	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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

Quandamooka Country - Key Activities and Highlights

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

The Innovate Reconciliation Action Plan (RAP) has not progressed to formal endorsement by Reconciliation Australia. Council has instead adjusted its approach to focus on the development of key First Nations initiatives, including a First Nations Employment Strategy and First Nations Procurement activities. These two initiatives are currently under development. Progression of the RAP remains on hold while judicial processes relating to Native Title matters and relevant High Court decisions are finalised.

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

Council continued its commitment to implementing the actions and decisions of the Indigenous Land Use Agreement (ILUA). Engagement with QYAC was maintained through Consultative Committee meetings, supporting ongoing collaboration and information sharing. Progress on ILUA activities is reported quarterly to Council's Executive Leadership Team in line with agreed governance arrangements.

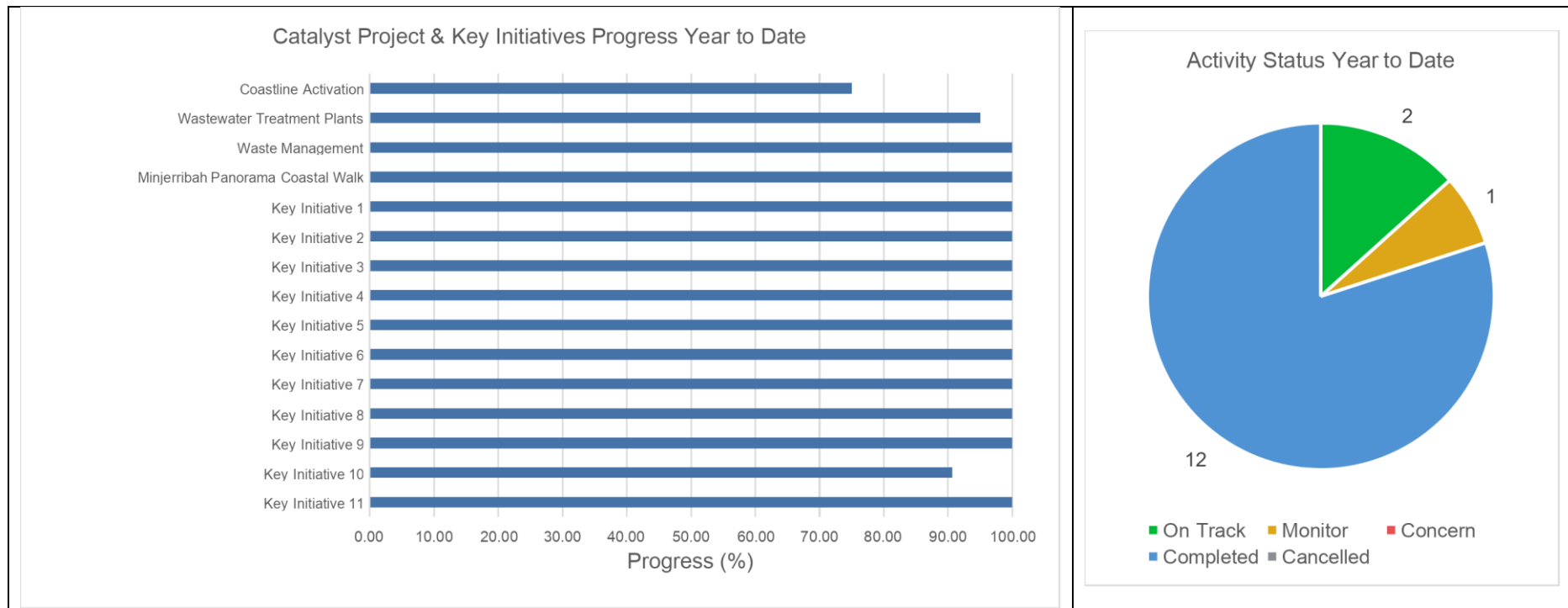
Implement culturally appropriate protocols and promote traditional knowledge.

First Nations awareness and capability development continued throughout the reporting period, with monthly First Nations information sessions delivered to employees. Additional cultural learning opportunities included a Quandamooka Day, coordinated by Council in partnership with SeaLink, and a cultural immersion day delivered in collaboration with Minjerribah Moorgumpin Elders-in-Council Aboriginal Corporation (MMEIC). These initiatives support greater cultural understanding and awareness across the organisation.

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 heard in the Federal Court of Australia in September and December 2025. Throughout the process, Council engaged with key stakeholders, including the State Government and the Quandamooka applicant, while also keeping internal stakeholders informed through regular briefings and updates. Following the hearing, the parties undertook a number of post-hearing steps and continue to await the Court's decision.

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



For details on Natural Environment Key Initiatives 1-11 refer pages 38 to 49 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%	
	Q2		50%	
	Q3		60%	In liaison with an external consultant, a preliminary Foreshore Access Plan draft has recently been developed and is now under internal review. A directions paper draft is currently being prepared to support the upcoming associated Foreshore Access Plan community consultation, expected to conclude between June and August 2026, per the indicative Foreshore Access Plan timeline.
	Q4		75%	Permits, approvals, and legislative compliance for the potential priority foreshore access site options have been broadly identified. The first stage of community consultation for the Foreshore Access Strategy (FAS) is currently planned to be completed around September 2026 and will help guide and advance this task.

b) Undertake FAP internal and external stakeholder engagement.	Q1		25%	
	Q2		50%	
	Q3		60%	In progress. It is a flow-on task linked to completing the CP4.1.1 A. This is currently in progress in liaison with the external consultant.
	Q4		75%	The development of the Foreshore Access Strategy (FAS) is planned to be informed by two main stages of community consultation. The first stage of FAS community consultation is linked to the Directions Paper and is currently planned for completion around September 2026 to inform preparation of the preliminary Strategy draft. The second stage of FAS community consultation is currently planned for completion around November 2026 to inform the preparation of the draft FAS.
c) Seek Council endorsement of the Foreshore Access Plan.	Q1		25%	
	Q2		50%	
	Q3		60%	In progress. It is a flow-on task linked to completing the CP4.1.1 B. Progress is being made towards achieving it in liaison with the external consultant.
	Q4		75%	The Foreshore Access Strategy will be presented to Council in 2026-2027.

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%	
	Q2		50%	
	Q3		75%	
	Q4		95%	The reference design is largely completed. Following the completion there will be a final safety and design workshops to ensure all requirements have been met. Finally, Council's external Quantity Surveyor will price all components and stages to provide Council with a cost expectation of the works.

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%	
	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, including assessing the viability of residential organic waste collection.	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 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%
	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 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%	
	Q2		50%	
	Q3		50%	A draft Wildlife Connections Action Plan has been developed primarily reflecting business as usual activities until 2028. The overarching Wildlife Connections Plan is due for review in 2028. A further action plan beyond 2028 will subsequently be developed to achieve strategic alignment.
	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 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%	
	Q2		50%	
	Q3		80%	
	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		80%	
	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		70%	
	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		80%	
	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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue to deliver community fire management 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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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

Operational Plan 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue pilot design, construction and monitoring of Living Shoreline sites.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

c) Create coastal management webpage and resources.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) Commence local area adaptation planning for the CHAS.	Q1		25%	
	Q2		50%	
	Q3		60%	Local area investigations commenced in Quarter 3 at Amity Point. Alignment with the City Plan process and timelines is occurring.
	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 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%
	Q2		50%
	Q3		75%
	Q4		100%
	Q1		25%
	Q2		50%

b) Provide status updates on the Material Recovery Facility to the Sub-Regional Steering Committee and the Councillors as required.	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 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%	
	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 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%	
	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) Deliver Council's Fire Ant Management Program 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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Design and deliver environmental education through engagement programs, 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%	

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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Investigate opportunities to develop innovative stormwater solutions including the investigations and reporting of stormwater retrofit locations.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		75%	Council has explored and identified improved stormwater solutions. Whilst environmentally superior, further consultation and analysis highlighted the solutions are cost prohibitive. Further work will continue to identify potential cost reduction opportunities and/or alternate solutions which may present lower costs.
c) Develop restoration plans based on the identification and mapping of priority restoration areas.	Q1		25%	
	Q2		50%	
	Q3		75%	

	Q4		75%	Council undertook monitoring, including eDna and airDna in 2026 to provide baseline data to inform future priority restoration areas and early insights into suitable management actions. Further mapping has been endorsed for 2026-2027 to support informed development of restoration plans.
d) Identify targeted works on priority private properties to increase resilience of our bay and creeks.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
e) Monitor recreational water quality.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
f) Respond to and investigate customer service requests for erosion and sediment control matters.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
g) Monitor compliance with development approvals for sediment and erosion control matters on major developments in Redlands Coast.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

h) Develop the Redlands Coast Bay and Creeks Action Plan 2026-2031.	Q1		25%	
	Q2		50%	
	Q3		50%	The SEQ Council of Mayors 'Lower Brisbane and Redlands Coastal Catchment Action Plan' (CAP) is being reviewed and updated this year through the Resilient Rivers Program, with support from the Department of Environment, Tourism, Science and Innovation. The CAP update process includes two facilitated workshops for Redland City Council officers; a technical workshop held in November 2025 with an updated technical report for Redlands Coastal Catchments currently under development and a values-focused workshop scheduled for 10 June 2026. The outcomes of these workshops are expected to inform both plans and support alignment of priorities and actions. Council will delay development of the new Redlands Coast Bay and Creeks Action Plan 2026-2031 so that it can appropriately align regionally with the CAP. Importantly, this ensures a coordinated approach between regional and local catchment management.

	Q4		75%	The Bay and Creeks Action Plan 2026–2031 is currently under development and has undergone an initial internal review, with stakeholder consultation still underway. Timeframes for finalising the new Action Plan have been pushed out to enable alignment with the development of the updated Resilient Rivers South East Queensland Coastal Action Plan (RRSEQCAP) for Redlands Coastal area, ensuring consistency and integration across both strategic documents. The Action Plan will be progressed for Council endorsement following finalisation of the RRSEQCAP.
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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%	
	Q2		100%	
	Q3		100%	
	Q4		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.

The new Queensland Waste Strategy was released in June 2026. Council of Mayors South East Queensland is leading the process for the finalisation of the SEQ Waste Plan which was dependant on the Strategy release.

Asset planning work occurred on future capacity and growth at Recycling and Waste Centres, and environmental compliance of stormwater assets in Quarter Four.

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.

In conducting the review of the current Wildlife Connections Plan 2018-2028, Council has identified the opportunity to incorporate other threatened plant and animal species and broader biodiversity considerations.

This review will take time to work through this, which will delay the development of a new plan until 2026-2027, however this will better reflect emerging conservation priorities.

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

The Redlands Coast Bay and Creeks Plan 2021-2031 continued to be delivered.

Council undertook monitoring, including eDna and airDna in 2026 to provide baseline data to inform future priority restoration areas and early insights into suitable management actions. Further mapping has been endorsed for 26-27 to support informed development of restoration plans.

Council has explored and identified improved stormwater solutions. Whilst environmentally superior, further consultation and analysis highlighted the solutions are cost prohibitive. Further work will continue to identify potential cost reduction opportunities and/or alternate solutions which may present lower costs.

Council's Ambient Water Quality Program monitors 12 locations across the mainland and Southern Moreton Bay Islands across two periods of the year. Low rainfall prior to end of October 2025 and high rainfall December 2025 to May 2026 with the latest monitoring occurring June 2026.

Council also continued to deliver the Recreational Water Quality Program which proactively tests 13 designated recreational swimming areas. During the reporting period 33 recreational water quality monitoring samples were taken across Redlands Coast, with no exceedances in enterococci bacteria levels.

Natural Environment - Key Activities and Highlights continued

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

The Koala Conservation Program continues to evolve in response to emerging ecological and social challenges.

During Quarter Four, significant effort was directed towards the planning and development of key program actions for implementation in the final year of the current Koala Conservation Plan 2022–2027. Strategic priorities and outcomes have been designed to both deliver the objectives of the existing plan and inform the development of the new Redlands Coast Koala Conservation Plan 2027-2032 and Redlands Coast Koala Conservation Action Plan 2027-2032.

The program remains well positioned to guide future investment, research priorities, stakeholder engagement, and on-ground conservation outcomes.

Implement Council's fire management program.

Council continued fire mitigation and engagement activities across the mainland and Southern Moreton Bay Islands (SMBI). Activities included routine slashing and vegetation management in fuel free and fuel reduced zones and the slashing of fire access tracks being completed as planned. Two of the 25 prescribed burns were completed this quarter due to consistent rainfall. Planning has continued for upcoming planned burns on the mainland, SBMI and North Stradbroke Island (Minjerribah).

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

Detail design for two new Living Shoreline sites has progressed. While capital funding for construction was not approved for the 2026-2027 financial year, planning continues to ensure the projects are positioned for future delivery opportunities. Rectification works at the pilot Living Shoreline site have been identified and are being planned for implementation. Preliminary design for the Cleveland Point seawall renewal and upgrade is underway. Ongoing tidal monitoring continued across Redlands Coast, with the installation of gauges at Amity Point and Russell Island completing coverage across the bay. This data will support future coastal modelling, hazard assessments, planning, infrastructure design and maritime safety.

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

Construction of the Materials Recovery Facility continued to progress, including advancement of the internal fit out. Ongoing project oversight was supported through weekly construction meetings and monthly customer reference group meetings.

Natural Environment - Key Activities and Highlights continued

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

Council continued to implement the Redlands Coast Biosecurity Plan through coordinated efforts across multiple operational teams. This included the ongoing collaboration in quarterly biosecurity meetings with internal and external stakeholders, coordinated media release for invasive plant species, delivery of surveillance programs for feral pest species (foxes, pigs), invasive pest species management and enforcement.

Council's Fire Ant Management Program continued to be delivered across Council owned and managed land for surveillance and treatment with ongoing collaboration and community engagement/education opportunities with the Fire Ant Suppression Taskforce and National Fire Ant Eradication Program.

For Quarter Four:

- Number of Suspect Ant Reports Received: 81
- Number of Fire Ant Ground Treatments Completed: 324
- Number of Hectares Treated by Drone: 94
- Number of Fire Ant Nests Treated: 310
- Number of Fire Ant Post Treatment Surveys and Site Surveys Completed: 885

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

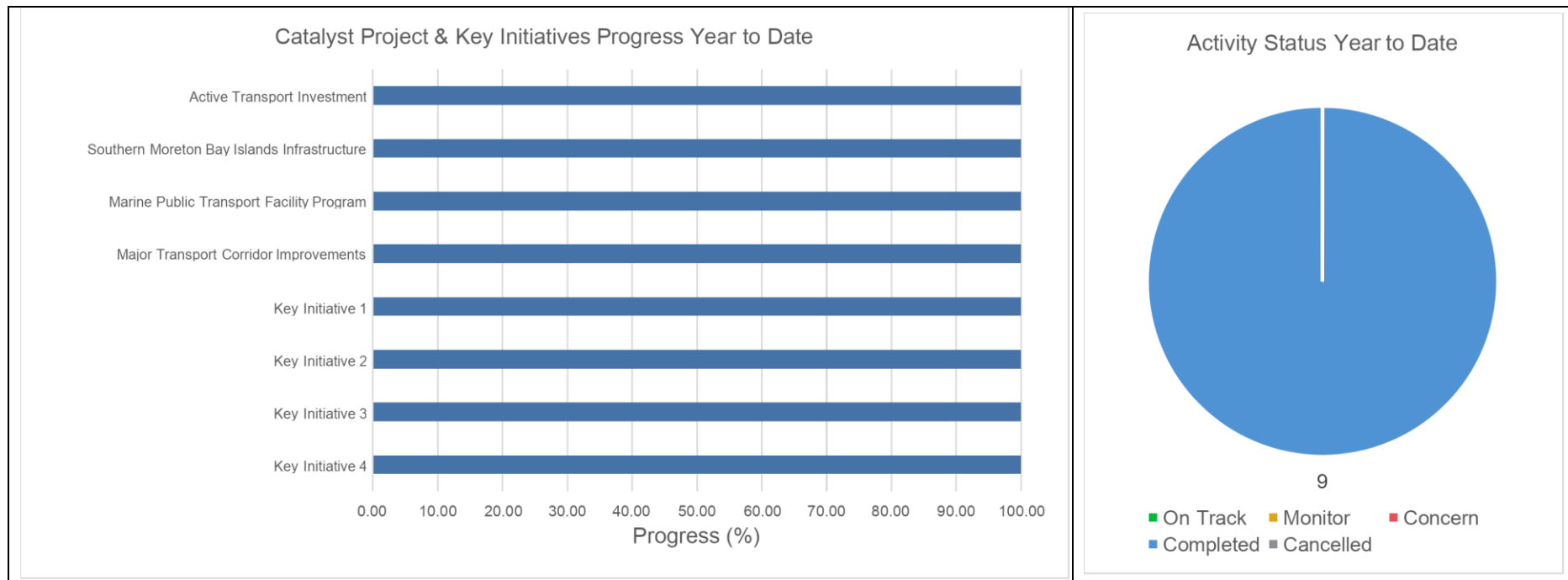
During the April 2026 school holidays, four activities were delivered, engaging over 200 participants. Major community events, including the Environment and Community Fair, attracted approximately 5,000 attendees. IndigiScapes hosted 313 students through school programs and welcomed 51 tour participants.

Key communications included email updates and the monthly IndigiScapes newsletter, which is distributed to approx 3,700 subscribers.

The Community Bushcare Program held its annual Koala Community Planting at Hilliards Creek Park, Wellington Point on 2 May 2026. 1,600 seedlings went in the ground including. 50 Gourmet Gums - *E. tereticornis*. This planting site falls within core koala habitat. Council had approximately 65 attendees register for this planting event.

The Environmental Partnerships Program supports 469 registered properties across six landholder programs. Of these, 156 properties secured assistance, enabling 250,556 m² (25ha) of environmental weed management and 16,937 m² (1.69ha) of revegetation and assisted natural regeneration, with 6,437 plants established this year.

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



For details on Liveable Neighbourhoods Key Initiatives 1-4 refer page 56 to 60 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%	
	Q2		50%	
	Q3		85%	
	Q4		100%	
b) Progress detailed design and construction of projects that continue to connect the existing pedestrian and cycleway networks.	Q1		25%	
	Q2		50%	
	Q3		85%	
	Q4		100%	

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%	
	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 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%	
	Q2		100%	
	Q3		100%	
	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 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%	
	Q2		100%	
	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 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%	
	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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Collaborate with local retailers and hospitality businesses to ignite local day and night-time economies.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

c) Record and share measurements and impact data generated by events and activities in public space.	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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue to progress the statutory review of the Local Government Infrastructure Plan.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Continue to progress proposed changes to the planning provisions for the city's canal and lakeside estates.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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%	
	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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue to offer supporting incentives and support to landowners of local heritage listed properties.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
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%	
	Q2		50%	
	Q3		75%	

	Q4		100%	
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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%	
	Q2		50%	
	Q3		95%	
	Q4		100%	
b) Progress the Capalaba District Local Area Transport Plan and Cleveland Centre Local Area Transport Plan.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Progress the Redlands Coast Access and Parking Strategy.	Q1		25%	
	Q2		50%	
	Q3		90%	
	Q4		100%	
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%	
	Q2		50%	
	Q3		75%	

	Q4		100%	
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Liveable Neighbourhoods - Key Activities and Highlights

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

Planning for delivery of pedestrian and cycleway projects continued in Quarter Four and will be ongoing into 2026-2027. Council is developing a bank of projects to support external funding opportunities.

Progress planning for walking and riding networks in Redlands Coast.

Planned improvements to walking and cycling networks to support safer and more connected communities were implemented. This included the completion of the Active Transport Strategy, completion of the Cleveland Centre Local Area Transport Plan (LATP), progression of the Capalaba LATP, and the continued planning and prioritising walking and cycling network improvements across Redlands Coast

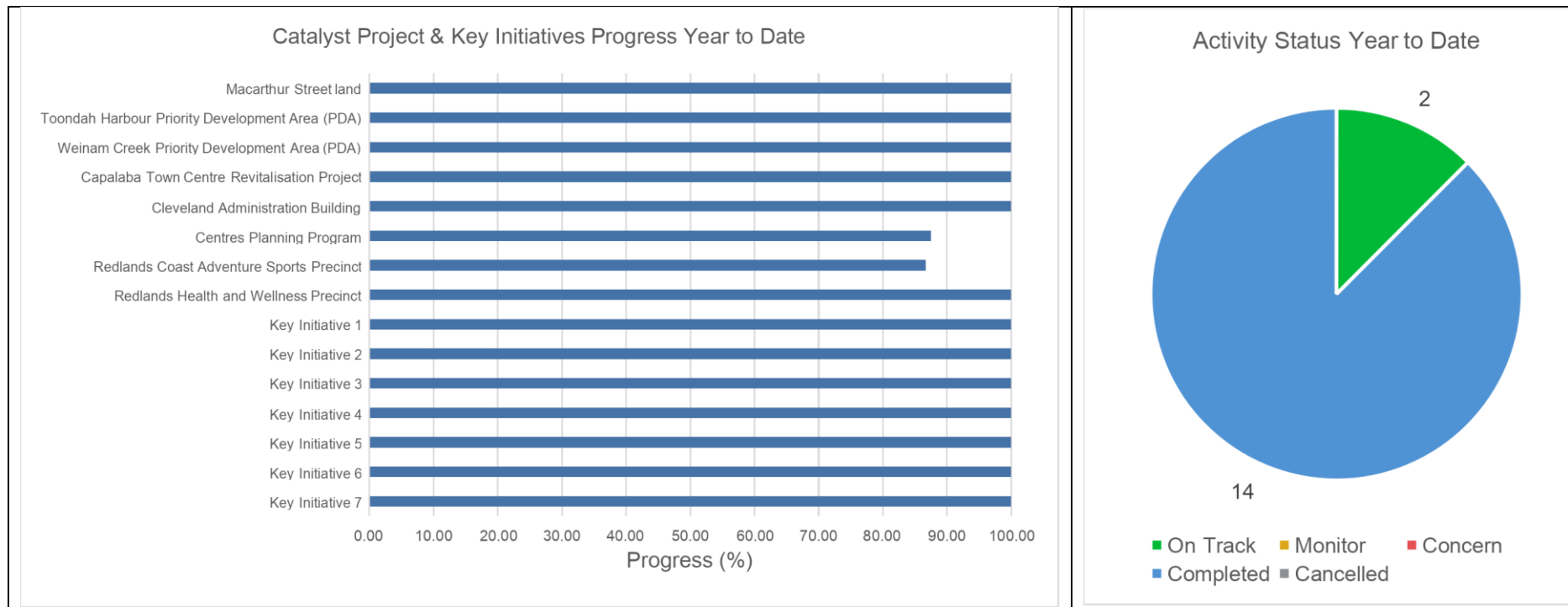
Deliver tactical placemaking initiatives and activations that complement existing businesses and strengthen the economic vitality of city centres.

Council maintained its focus on strengthening Redlands Coast's centres and night-time economy by working collaboratively with local traders, property owners, and community organisations. These partnerships supported the delivery of place-based activations and helped identify opportunities for targeted infrastructure improvements. The approach was guided by data-driven insights to build a clearer understanding of place development priorities and opportunities.

Deliver the Redlands Coast Transport Strategy 2041.

The delivery of the Redlands Coast Transport Strategy has been significantly progressed through planning, advocacy and transport network improvements that enhance connectivity, accessibility, and travel choice. Council has advanced and endorsed the Active Transport Strategy and Cleveland Centre Local Area Transport Plan (June 2026) and will continue developing and forming the Capalaba Local District Transport Plan.

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



For details on Thriving Economy Key Initiatives 1-7 refer page 69 to 75 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%	
	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 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%	
	Q2		50%	
	Q3		75%	

	Q4		100%	
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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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Continue the delivery of the infrastructure works within the Weinam Creek PDA project.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Continue to advocate for State Government funding for planning and delivery of integrated transport parking facilities within the Weinam Creek PDA.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

Catalyst Project CP6.4 Capalaba Town Centre Revitalisation Project – Progress the revitalisation of Capalaba Town Centre to create a vibrant mixed-use centre anchored by community, commercial, and retail facilities, and activated public spaces with integrated transport.

Operational Plan 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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%	
	Q2		50%	
	Q3		50%	Options investigations continued with works to existing Council accommodation to ensure safety standards are met.
	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 2025/26 Activity			Progress	Commentary
CP6.6.1 Coordinate activity to achieve better place outcomes in the city's key activity centres.			Major Projects	
a) Implement agreed recommendations of the Centres Management Program review.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Provide a functional brief to inform the Cleveland Town Centre Revitalisation Project.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		75%	The Cleveland Revitalisation Project continues to progress with Council endorsing to progress to future phased including the development of a functional brief. The brief will inform the scope and strategic direction of the Cleveland Town Centre Revitalisation Project.

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%	
	Q2		100%	
	Q3		100%	
	Q4		100%	
b) Complete the self-referral to the Commonwealth Government for assessment under the Environment Protection and Biodiversity Conservation Act 1999.	Q1		75%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Implement Council requirements under the Delivery Partner Agreement to prepare the site and enabling infrastructure for	Q1		25%	
	Q2		50%	

handover to the State Government to construct the Redland Whitewater Centre.	Q3		50%	Redland City Council is currently awaiting the State Government's provision of the Project Framework Agreement (PFA) and the appointment of a consulting engineer to undertake the detailed design of the Whitewater facility. Once these items are in place, Council will work with the appointed consultant to progress the earthworks Issued for Construction (IFC) drawings. Only after the IFC drawings are completed will Council be able to procure a contractor to undertake the earthworks, which are classified as early works. Responsibility for progressing these actions currently rests with the State Government.
	Q4		60%	The delivery of Council obligations under the Delivery Partner Agreement continued. Site preparation and enabling infrastructure activities for future handover were progressed. Council supported the timely delivery of the Redland Whitewater Centre by the State Government.

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%	
	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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Identify strategic priorities for economic development in Redlands Coast.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

c) Continue to participate in taskforces and committees that promote and support economic development outcomes.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) Implement an annual small business development program.	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 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%	
	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 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%	
	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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Facilitate local business development activities focused on sustainability to support local suppliers' preparedness for Brisbane 2032.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
d) Support realisation of circular economy outcomes and service efficiencies on the Southern Moreton Bay Islands (SMBI) and North Stradbroke Island/Minjerribah.	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 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%	
	Q2		50%	
	Q3		75%	

	Q4		100%	
b) Work with key stakeholders to explore opportunities to incentivise and derisk desired investments, including accommodation developments.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
c) Increase visibility of Invest Redlands brand through digital and industry communications.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
b) Progress detailed design of the overall precinct based on the development program and delivery timeline.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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%	
	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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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%	
	Q2		50%	
	Q3		75%	

	Q4		100%	
b) Provide sponsorship opportunities including target funding for events to deliver economic and community outcomes for Redlands Coast.	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.

On 24 April 2026, Walker withdrew as the development partners for the Toondah Harbour Precinct. Redland Council continues to work with the State Government as the majority landowner within the precinct to consider the future directions for Toondah.

Council continues to advocate for an upgrade to the ferry terminal at Toondah Harbour, which serves as the main transport link to North Stradbroke Island.

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.

In April 2026, the State Government commenced a compulsory land acquisition process at the Weinam Creek ferry terminal to support delivery of a multi-story car park. Council is continuing to liaise with Economic Development Queensland to support the State Government's progression of the multi-storey car park.

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 staged delivery program for Capalaba Town Centre has progressed with a sod turning ceremony on the 1 June 2026 and construction commenced. Stage one of construction is set to deliver a state-of-the-art Council library, Council Customer Service Centre, a community centre with contemporary arts facilities, and three levels of office space.

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

Council's civic and staff accommodation options continued to be investigated with planned maintenance works to existing buildings continuing to ensure safety standards are being met.

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

Implementation of the Centres Management Review recommendations has progressed through the Centres program, with updates to the place management service model and the development of a revised approach to strengthen place development outcomes in priority precincts.

Thriving Economy - Key Activities and Highlights continued

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

The Economic Development Strategy was adopted in April 2026, providing a contemporary framework to guide economic development activities across Redlands Coast. Efforts during the reporting period focused on establishing the strategic foundations, implementation planning and stakeholder engagement required to support delivery of the Strategy from 1 July 2026. This positions Council to take a more coordinated and evidence-based approach to advancing economic growth, investment and employment opportunities.

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

Council continued to support targeted investment opportunities through proactive engagement with investors, developers, businesses and government agencies. Activities focused on facilitating investment enquiries, promoting Redlands Coast's competitive advantages, providing economic and demographic intelligence, and supporting opportunities aligned with Council's strategic priorities. These efforts have helped strengthen investment readiness and position Redlands Coast to attract projects that contribute to economic growth, employment generation and enhanced community outcomes.

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.

The Royal Society for the Prevention of Cruelty to Animals (RSPCA) is successfully progressing its Wildlife Hospital design and works program for a scheduled construction start in 2027.

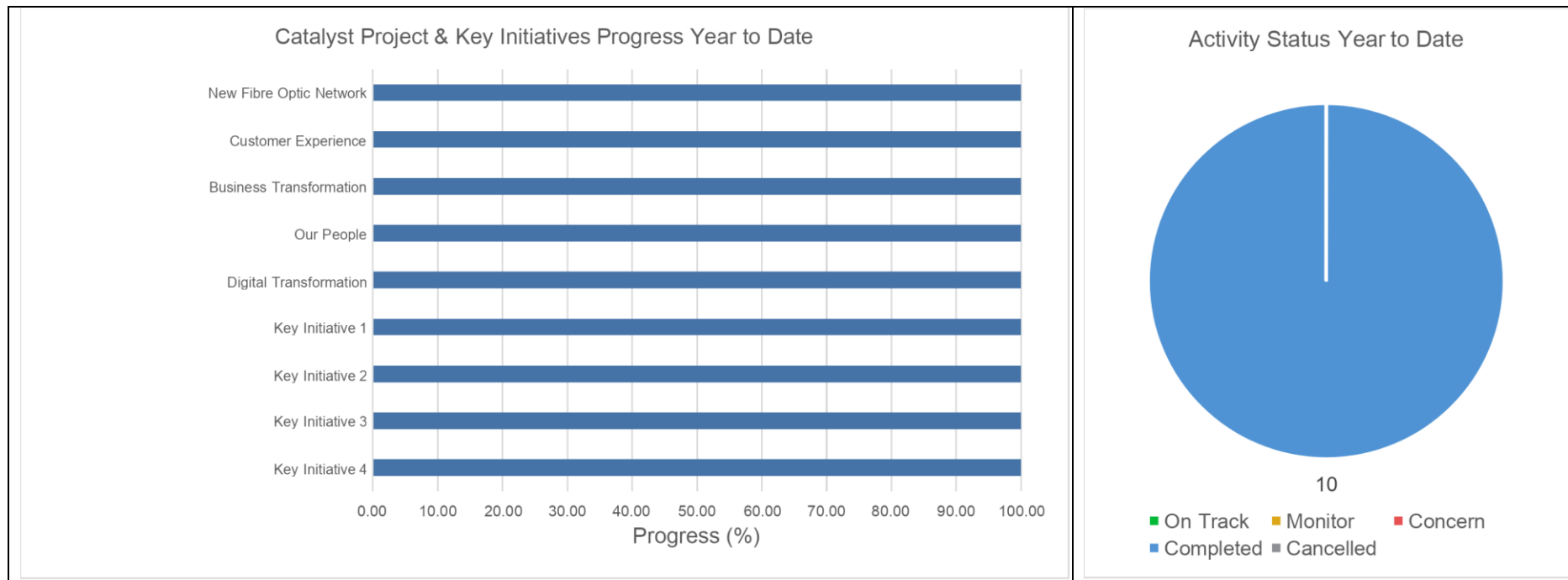
Council's planning for the playground upgrade is being finalised with a scheduled construction completion in 2026-2027.

Preliminary design for the precinct connections works (car park, access and pedestrian connectivity) is also being finalised with an update to Council being targeted for 2026-2027.

Subject to approvals and timing of RSPCA works, construction start on the Precinct connections is scheduled for 2026-2027. RSPCA and Council project delivery teams meet regularly to ensure alignment of design and programs of work

The Redlands Coast Eco Precinct web page is now live for public access to progress and updates.

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 page 83 to 85 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%	
	Q2		100%	
	Q3		100%	
	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 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%	
	Q2		50%	
	Q3		65%	
	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 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%	
	Q2		100%	
	Q3		100%	
	Q4		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%	
	Q2		35%	Internal discussions have progressed on the benefits realisation approach however further work will be placed on hold as the External Service and Efficiency Review will impact delivery.
	Q3		75%	
	Q4		100%	
c) Identify and initiate next-phase transformation opportunities in partnership with service areas.	Q1		25%	
	Q2		50%	
	Q3		75%	
	Q4		100%	
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.

	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 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%	
	Q2		75%	
	Q3		90%	
	Q4		100%	

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%	
	Q2		50%	
	Q3		80%	
	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 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%	
	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 Council’s 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 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.
	Q2	 100%	
	Q3	 100%	
	Q4	 100%	
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%	
	Q2	 100%	
	Q3	 100%	
	Q4	 100%	
c) Develop and implement a governance model to maintain the Service Catalogue and associated planning data.	Q1	 25%	This work was in progress and had reached a point where further development was contingent on the outcomes of the External Service and Efficiency Review. The governance model design awaited recommendations from the review before moving forward with implementation.
	Q2	 35%	
	Q3	 75%	

	Q4		100%	
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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%
	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 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%
	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 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%	
	Q2		50%	
	Q3		75%	
	Q4		100%	

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.

A significant milestone was achieved through the completion of the enterprise-wide Service and Efficiency Review, providing a comprehensive assessment of how Council delivers services today and where opportunities exist to enhance value for the community. The review identified a number of strategic "signature moves" that will help position Council to meet future challenges, improve organisational sustainability, and continue delivering high-quality services into the future.

The outcomes of the review provide a clear, evidence-based foundation for future investment prioritisation, ensuring decisions are aligned to community needs, strategic objectives, and organisational capacity. The identified initiatives also highlight where transformative efficiencies can be realised through a coordinated and planned approach, enabling Council to maximise benefits, reduce duplication, and strengthen service delivery outcomes. These findings will inform, a continuous improvement culture and a disciplined approach to realising measurable organisational and community benefits.

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

The pilot program for middle managers was completed, with the program review commenced. A Mate 2 Manager program for frontline leaders was delivered in Quarter Four. Progress toward early completion of the Leadership Development Plan 2023–2028 was achieved, and drafting of the new plan commenced.

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

Council strengthened its organisational capability to manage and implement change by embedding change management practices and delivering targeted training to leaders across the organisation. A new eLearning pathway was developed to support leaders and employees in navigating change, while a review of the three-year change management roadmap confirmed priorities for the coming year. These initiatives are helping build a more adaptable workforce and supporting the successful delivery of services and projects for our community.

Efficient and Effective Organisation - Key Activities and Highlights continued

Build a sustainable approach to service planning across Council.

Significant progress has been made in establishing a sustainable and consistent approach to service planning across Council. A refined service catalogue was delivered and published, providing a single source of truth for Council services and enabling more informed discussions on service levels, investment priorities and budget decisions. The catalogue is now available on the Hub and is being used to support planning and financial conversations across the organisation.

In addition, the draft Service Review and Planning Framework, supported by a suite of practical tools and templates, has been finalised. The framework provides a structured approach for reviewing services, identifying improvement opportunities and planning for future service delivery. The focus will now shift to endorsement, implementation and embedding the framework across Council to support ongoing service maturity, planning consistency and evidence-based decision-making.

Advance Council's strategic procurement operating model.

Council continued to strengthen its strategic procurement capability through improved expenditure visibility, category-based reporting and ongoing procurement maturity initiatives. Work remains underway to embed opportunities identified through service review and internal audit assessments, supporting improved category management, informed decision-making and the delivery of financial and non-financial benefits.