



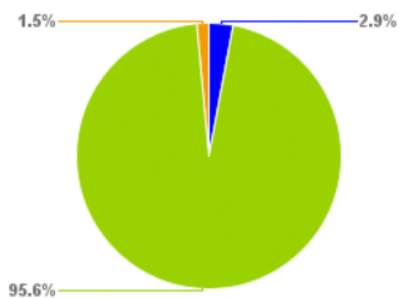
Operational Plan 2020 - 2021

July to September 2020

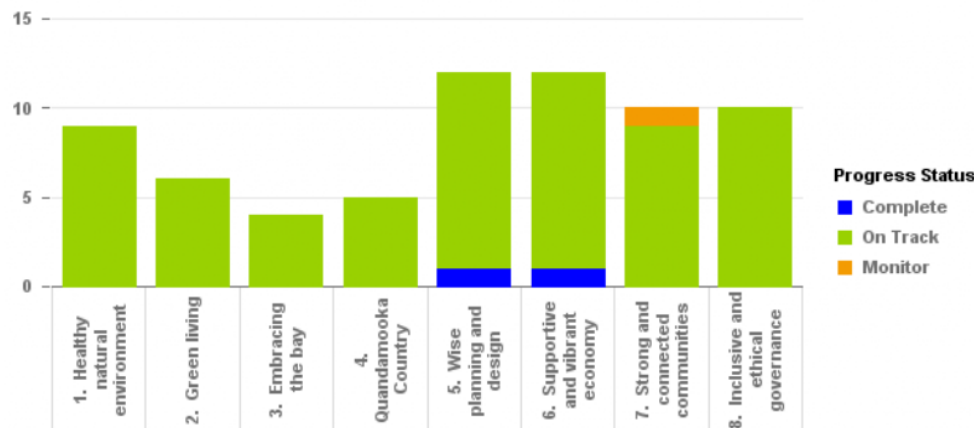


Vision Outcome – Quarter Summary

Vision Outcome	Complete	On Track	Monitor	Total
1 Healthy natural environment	0	9	0	9
2 Green living	0	6	0	6
3 Embracing the bay	0	4	0	4
4 Quandamooka Country	0	5	0	5
5 Wise planning and design	1	11	0	12
6 Supportive and vibrant economy	1	11	0	12
7 Strong and connected communities	0	9	1	10
8 Inclusive and ethical governance	0	10	0	10
Total	2	65	1	68



Progress Status
■ Complete ■ On Track ■ Monitor

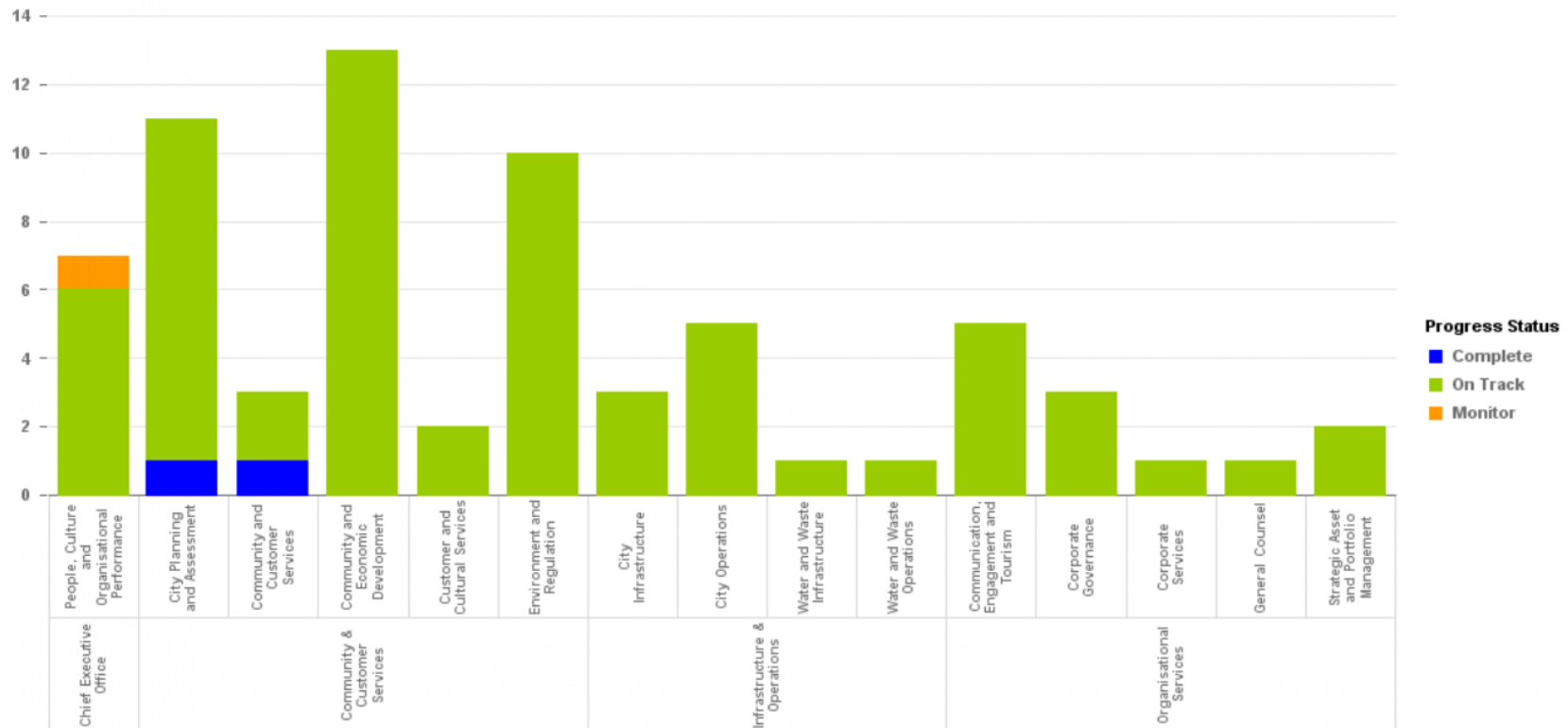


- On Track** The significant activity is progressing on time and on budget and is on track for delivery.
- Monitor** There are issues with timeframes and/or budget but it is still expected that with close monitoring the significant activity will be delivered.
- Complete** The significant activity has been delivered.
- Concern** There are significant delays or budget issues and it is unlikely that the significant activity will be delivered.
- Cancelled** The significant activity has been cancelled.

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Organisational Performance – Quarter Summary

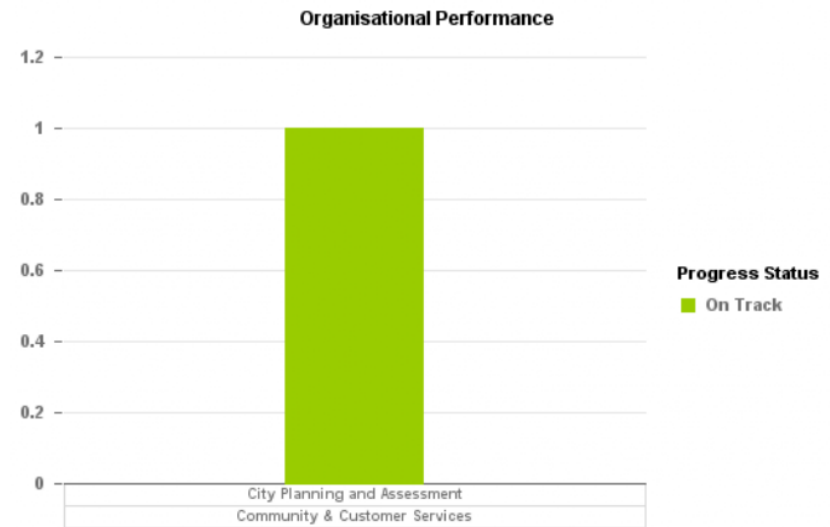
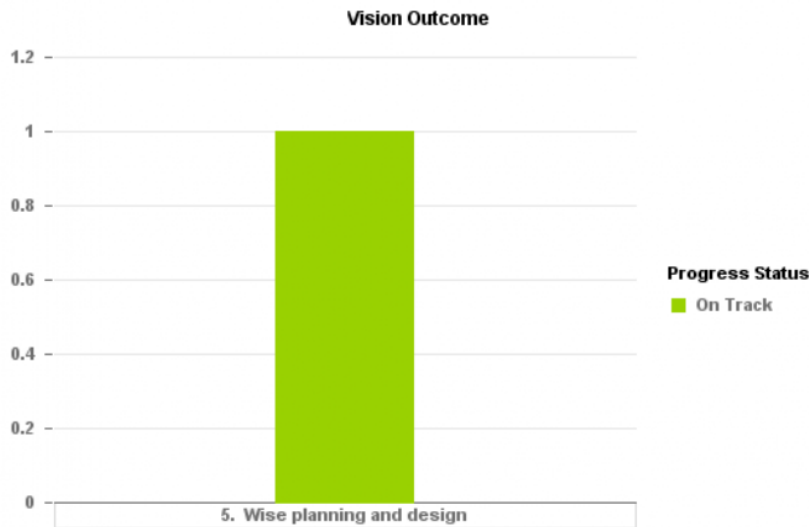
Department	Complete	On Track	Monitor	Total
Chief Executive Office	0	6	1	7
Community & Customer Services	2	37	0	39
Infrastructure & Operations	0	10	0	10
Organisational Services	0	12	0	12
Total	2	65	1	68



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Carried Forward – Quarter Summary Activities from Operational Plan 2019-2020

Vision Outcome	On Track	Total
5 Wise planning and design	1	1
Total	1	1



- On Track** The significant activity is progressing on time and on budget and is on track for delivery
- Monitor** There are issues with timeframes and/or budget but it is still expected that with close monitoring the significant activity will be delivered.
- Complete** The significant activity has been delivered.
- Concern** There are significant delays or budget issues and it is unlikely that the significant activity will be delivered
- Cancelled** The significant activity has been cancelled.

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1. Healthy natural environment

2023 Strategic Outcomes

1.1 Redland's natural assets including flora, fauna, habitats, biodiversity, ecosystems and waterways are managed, maintained and monitored.

1.2 Threatened species are maintained and protected, including the vulnerable koala species.

1.3 Community and private landholder stewardship of natural assets increases.

1.4 Visitors experience our natural assets through high standard facilities, trails, interpretation and low impact commercial ventures.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Plan and progress a program to improve conservation management and protect natural assets.	1.1.1	Infrastructure & Operations	On Track	Redland City Council's conservation management improvement program incorporates undertaking weed management, revegetation works and fire management activities across the Redlands Coast. During the first quarter, weed management has been undertaken in over 320 sites, while 16,494 plants were planted within conservation reserves which included 2,760 at Valley Way, Mount Cotton, 1,000 at Judy Holt Park and 8,000 at Vineyard Drive, Mount Cotton. In the first quarter, seven burns have been completed across the mainland, North Stradbroke Island and Southern Moreton Bay Islands. Also proactive slashing of 830 fuel reduction zones was undertaken which equated to 88 km, as well as slashing of 319 blocks that equated to approximately 21 hectares.
Provide clear guidelines on how Redland City Council will meet its biosecurity obligations, inform the Redlands Coast community and manage invasive plants, pest fish and pest animals under the Redlands Coast Biosecurity Plan 2018-2023.	1.1.2	Community & Customer Services	On Track	<p>A review of biosecurity skill gaps for internal staff was completed. From a targeted survey to 220 internal staff, 88 responded (40%). This will meet a key action in the Redlands Coast Biosecurity Plan 2018-2023 to improve Redland City Council's understanding, delivery and reporting of biosecurity matter.</p> <p>Officers attended meetings with the Stradbroke Island Pest Management Working Group to discuss and provide assistance for the fox control program and similar pest priorities for North Stradbroke Island (Minjerribah).</p> <p>Officers continued to participate in meetings and workshops with Biosecurity Queensland and the Local Government Association of Queensland.</p> <p>Officers received the final report from an aquatic habitat assessment. This work contributed to surveillance of invasive pest fish across the city.</p>
Geographically identify and provide priority actions for the management, enhancement and protection of core wildlife habitat and facilitate improved connection of wildlife corridors in alignment with the Wildlife Connections Plan 2018-2028.	1.1.3	Community & Customer Services	On Track	A progress report on implementation of the Wildlife Connections Plan 2018-2028 was presented to Councillors on 1 September 2020. This included indicators of the proportion of conservation work and environmental extension programs undertaken within priority corridor and buffer areas. Updated strategic priority area mapping was also presented. It includes key habitat for threatened species (koala, glossy black cockatoo and grey headed flying-fox) and is used to help to identify gaps and inform future investment decisions to maximise wildlife connections across Redlands Coast.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Conduct erosion and sediment control regulation to minimise environmental impacts from approved development activities.	1.1.4	Community & Customer Services	On Track	<p>21 requests have been received for investigations into erosion and sediment control matters during the first quarter of the 2020-2021 financial year. 12 investigations have concluded, with nine still ongoing.</p> <p>Officers have undertaken proactive compliance inspections and monitoring on 31 development sites this quarter. 11 sites are currently under active monitoring. Professional development training is ongoing with classroom and in-field training sessions.</p>
Continue to progress a program to plant one million native plants across Redlands Coast by 2026.	1.1.5	Infrastructure & Operations	On Track	<p>The One Million Plant Program aims to have one million plants planted in Redlands Coast by 2026. In the first quarter of the 2020-2021 financial year, a total of 16,698 native plants have been planted including 2,760 at Valley Way and 8,000 at Vineyard Drive, Mount Cotton, 1,000 at Judy Holt Park, Alexandra Hills and 943 at Francis Street, Ormiston. Since the inception of the program in 2016-2017 financial year, 392,290 plants have been planted by Council and Bushcare teams across the mainland and coastal islands.</p>
Implement management actions for a viable koala population and conserve and manage suitable habitat, in accordance with the Redland City Council Koala Conservation Action Plan 2016-2021.	1.2.1	Community & Customer Services	On Track	<p>Genetic surveying of koalas commenced for 2020-2021 financial year.</p> <p>The Koala Safe Neighbourhoods Program has been expanded into three new selected areas of Birkdale, Thornlands and Mount Cotton, which reflects learnings from a program piloted in Ormiston.</p> <p>An extensive city-wide community engagement program recommenced in September 2020 for the koala breeding season. This included community outreach projects via social media, schools and community forums, pop-up stands and the use of koala information signs in parks.</p> <p>Efforts to reduce koala deaths by vehicle strikes using digital smart road signage has been refined as a result of trials in Ormiston since 2019, with smart signage to be rolled out on select roads in Birkdale and Thornlands.</p> <p>Efforts to reduce koala deaths through disease continued, with koalas captured in neighbourhoods given health checks. Koalas found to be injured or unwell were sent to wildlife hospitals for treatment and those returned to Redlands Coast after treatment were profiled on the IndigiScapes Facebook page.</p> <p>Interactions with the State Government and the Local Government Association of Queensland regarding the development of the South East Queensland Koala Conservation Strategy 2020-2025 continued.</p> <p>Six-monthly meetings between regional local government area koala officers continued, along with partnerships with three independent research groups to evaluate and measure programs of work being undertaken to achieve actions as outlined in Council's Koala Conservation Strategy and Action Plan 2016-2021.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Enhance community education, awareness and involvement in environmental and wildlife management.	1.2.2	Community & Customer Services	On Track	<p>Ongoing monitoring of flying-fox roosts has been undertaken with monitoring data provided to the Department of Environment and Science.</p> <p>Further consultation occurred with Environment Protection Biodiversity Conservation officers regarding significant grey headed flying-fox roost locations, including meeting with federal, state and other Local Government Association of Queensland officers to discuss flying-fox management and behaviour.</p> <p>Officers provided advice to the community regarding wildlife identification, behaviour and management, and continued to support the delivery of a fauna media campaign (magpies, wallabies and flying-foxes) to raise community awareness about seasonal wildlife behaviour.</p> <p>The Redlands Afterhours Wildlife Rescue service and Redlands Wildlife Care network continued to operate and respond to calls for sick and injured wildlife in Redlands Coast.</p> <p>The Redlands Coast Coastal Raptor Citizen Science Project continued to the end of the breeding season, with further advice provided to the community members who were engaged in nest monitoring.</p> <p>Successful delivery of Wildlife Week at the IndigiScapes Environmental Education Centre occurred during the September school holidays, with more than 3,000 visitors to the Centre in the first week. Activities such as wildlife presentations, interaction with koala research dogs, magpie behaviour workshops, Redlands library story time were well received.</p>
Achieve improved environmental outcomes through extension programs delivered in accordance with adopted environmental strategies and plans.	1.3.1	Community & Customer Services	On Track	<p>Environmental Partnerships extension programs continued to focus on community areas identified in strategic area priority mapping. 3,356 plants were provided to and planted by extension program participants, with 107 visits to private properties.</p> <p>A community wattle walk was conducted on National Wattle Day, with a brochure developed to help educate the community about unique wattle species within Redlands Coast.</p> <p>Noxious weed workshops and IndigiScapes tours were well attended during the quarter. Cane toad trap implementation continued, with additional traps being installed on private properties.</p> <p>Bushcare groups returned to site-based work, in line with Queensland Health directions.</p>
Enhance the visitor experience of natural assets across Redlands Coast.	1.4.1	Infrastructure & Operations	On Track	<p>A number of visitor enhancement projects were completed in the first quarter to improve access, safety and enjoyment for visitors across Redlands Coast. Local residents assisted Council with works undertaken at Manning Esplanade, Thornlands to construct some community trails and undertake some revegetation along the creek line. Approximately 1.7 km of multi-use fire trail was added in Bayview Conservation Area to allow walkers, cyclists and horse riders an alternative recreational trail experience. One Creek Crossing at Swamp Box Reserve was reconstructed (after being washed out) and will allow visitors to cross the creek in a safe manner to visit other trails in the reserve.</p>

2. Green living

2023 Strategic Outcomes

2.1 Council's policies and plans support ecologically sustainable development and respond to climate change issues.

2.2 Sustainable building design (for example, solar panels and water tanks) is supported through education and advocacy.

2.3 Council's waste management plans address current and future needs, and include plans for closed landfills and regional collaboration.

2.4 Council and the community actively recycle and reduce waste.

2.5 Transport planning reflects a desire to maximise economic, environmental and liveability outcomes through quality road design, public transport, pedestrian and cycling strategies.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Monitor Redland City Council's emissions and carbon footprint, and implement reduction strategies.	2.1.1	Community & Customer Services	On Track	The Energy and Emissions Dashboard, which monitors Council's electricity usage and carbon emissions continued to provide information for continuous improvement and identification of opportunities to further reduce consumption. A review of lighting at IndigiScapes has resulted in a change to more energy efficient LED lighting for the car park and garden, which is anticipated to significantly reduce energy consumption and promote energy reduction principles at the centre.
Provide educational opportunities to the Redlands Coast community.	2.2.1	Community & Customer Services	On Track	The design and construction of the IndigiScapes Sustainability Garden progressed with a rainwater collection tank and compost facilities installed. Sharing the sustainable food principles implemented in the IndigiScapes cafe with centre visitors continued to help promote community behaviour change. In addition, new infographics were installed to demonstrate recycling/waste management figures across Redlands Coast. Workshops such as gardening for cooler houses and sustainable organic farming were well attended by the Redlands Coast community.
Plan and deliver waste management services to meet current and future needs across Redlands Coast.	2.3.1	Infrastructure & Operations	On Track	Development of the draft Redland City Council Waste Reduction and Recycling Plan 2021-2025 continued. Efforts continued in the sub-regional procurement process to evaluate the waste and recycling Expression of Interest in collaboration with neighbouring Councils (Logan, Ipswich, Lockyer Valley and Somerset). Participation in the waste working group for the Council of Mayors (SEQ) continued to gather data inputs for a regional waste plan. Site investigations continued at Judy Holt Park closed landfill to meet commitments made to the Department of Environment and Science. Other closed landfill site inspections and monitoring continued.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Provide kerbside recycling bins and encourage the Redlands Coast community to increase their recycling.	2.4.1	Infrastructure & Operations	On Track	<p>Council's waste, recyclables and green waste collection contractor collected 352,229 and 69,287 recycling and green waste bins respectively. This was equivalent to 2,861 tonnes of recyclables and 1,330 tonnes of green waste collected and sent for resource recovery. Council continued to offer a selection of 11 different bin combinations to the Redlands Coast community via Council's Integrated Customer Contact Centre, website, and field promotions. An additional 566 green waste bins have been ordered. Council's eight Recycling and Waste Centres (RaWC) operated in accordance with their advertised opening hours, handling over 10,850 tonnes of waste and recyclable materials from 73,729 customers.</p> <p>The Birkdale RaWC was closed from 1 July to 16 August 2020 for essential site upgrades and maintenance. The overall cost of the project was approximately \$2m, with the majority of budget required to seal the hardstand with asphalt. The equivalent of approximately 550 used recycled tyres were used as a crumbed rubber layer under the asphalt to improve its longevity and strength.</p> <p>A new asbestos collection service was made available to residents and commercial customers at the RaWC facilities located on North Stradbroke, Russell, Macleay and Coochiemudlo Islands.</p>
Manage planning for transport initiatives and services, and advocate for public transport across Redlands Coast.	2.5.1	Community & Customer Services	On Track	Delivery of the second Smart Mobility Trial commenced, which will result in the deployment of an autonomous vehicle to provide a passenger transport service on the Redlands Coast mainland.
Expand the footpath and cycleway network.	2.5.2	Community & Customer Services	On Track	An options analysis and planning for components for the Northern Greenway project commenced.

3. Embracing the bay

2023 Strategic Outcomes

3.1 Council collaborates with partners to understand, nurture and protect Moreton Bay's marine health and values.

3.2 Communities on the islands and foreshores enjoy equitable access to development opportunities and community services.

3.3 Our community is ready for and adapting to changing coastlines, storm tide and severe weather.

3.4 Redland City's residents and visitors can easily access the foreshore and use recreation infrastructure for boating and non-boating activities.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Monitor and develop strategies aimed at identifying priority areas to inform decision making and improve aquatic environments.	3.1.1	Community & Customer Services	On Track	<p>Council continued to participate in partnerships with Healthy Land and Water and the Council of Mayors SEQ. Officers contributed to various regional working groups associated with these partnerships such as the Moreton Bay Ramsar Wetland Stakeholder Network, the Monitoring and Evaluation Steering Committee, South East Queensland's Water by Design Steering Committee and the Resilient Rivers Initiative.</p> <p>Progress continued on the review of Council's water quality monitoring programs to ensure these programs meet current and future needs. Results for Council's recent bay and creek monitoring programs were reviewed to inform future monitoring and management actions.</p> <p>Officers continued to progress the development of the Redlands Coast Bay and Creeks Plan, incorporating opportunities to deliver on actions associated with the Council-endorsed Lower Brisbane-Redland Coastal Catchment Action Plan.</p>
Work with island communities to identify and understand community service issues and responses.	3.2.1	Infrastructure & Operations	On Track	<p>Council's four halls and venues on the Southern Moreton Bay Islands usually host a range of community activities from fitness classes, training sessions and sport and recreation events. These halls have been impacted by the COVID-19 restrictions with partial availability since May 2020. Council officers have supported sport and recreation clubs and regular hall hirers through communication, including facilitating telephone sessions with like-minded groups to share innovations initiated during a challenging time.</p>
Continue to develop and implement the Redland City Council Coastal Hazard Adaptation Strategy.	3.3.1	Infrastructure & Operations	On Track	<p>The Coastal Hazard Adaptation Strategy is an eight stage project. Phase 6 was approved and acquitted by the Local Government Association of Queensland. Phase 7 has been delivered by the project consultant and is currently undergoing review by Council's Technical Working Group and Steering Committee. Work began on Phase 8 which is to develop the strategy document.</p>
Improve access provisions to Moreton Bay.	3.4.1	Infrastructure & Operations	On Track	<p>Delivery of the Southern Moreton Bay Island Ferry Terminal Upgrade Project is underway with Council and the Queensland Government. The design process is nearing completion for all four sites, with the detailed design largely complete including re-purposing existing ferry infrastructure into recreational boating facilities to provide significantly improved access for recreational activities on and around the Southern Moreton Bay Islands. The tender process for the procurement of a construction contractor has commenced.</p>

4. Quandamooka Country

2023 Strategic Outcomes

4.1 Council's organisational and staff capacity to deliver positive outcomes for Aboriginal communities, including the Quandamooka People, is improved through policy, cultural awareness training and cultural heritage training for elected members and Council staff.

4.2 Council's and the community's respect and understanding of the Quandamooka Peoples' relationship with their traditional land and waters continue to improve.

4.3 Council continues to support and resource the delivery of commitments under the Indigenous Land Use Agreement (ILUA) with the Quandamooka People.

4.4 Council works with the Quandamooka Traditional Owners to help them achieve their goal of establishing North Stradbroke Island (Minjerrabah) as a global eco-cultural tourism destination.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Implement culturally appropriate protocols and promote traditional knowledge.	4.1.1	People, Culture and Organisational Performance	On Track	During quarter one, 24 employees attended Quandamooka Cultural Day Training. Numbers were slightly reduced due to COVID-19 restrictions. In conjunction with the Minjerrabah Moorgumpin (Elders-In-Council) Aboriginal Corporation, work began on an additional program.
Promote awareness and understanding of Quandamooka culture.	4.2.1	Organisational Services	On Track	Quandamooka names were used in a variety of media communications and a fortnightly acknowledgement of Redlands Coast Traditional Owners was included in print advertising. Business as usual practice of including acknowledgment of Country and Elders in speeches continued. A Quandamooka Traditional Owner was featured on the cover of Council's winter magazine 'Our Redlands Coast'.
Promote Indigenous events and celebrate Quandamooka and Aboriginal and Torres Strait Islander culture.	4.2.2	Organisational Services	On Track	National Aborigines and Islanders Day Observance Committee (NAIDOC) week celebrations were postponed due to COVID-19. Council produced an internal video to promote its Reconciliation Artwork and increase cultural awareness across the organisation. Cultural Information sessions continued to be delivered across the organisation. Council libraries have incorporated an Acknowledgement of Country into their First 5 Forever (0-5 years) Program.
Support delivery of Indigenous Land Use Agreement (ILUA) commitments.	4.3.1	Organisational Services	On Track	Council continued to manage the Indigenous Land Use Agreement (ILUA) sub-committees and monitor progress of ILUA activities. The 4th Quarter ILUA quarterly report for 2019-2020 year was presented to the Executive Leadership Team in July 2020.
Contribute to the implementation of the Queensland Government's Minjerrabah Futures transition program and the Redland City Council Economic Development Framework 2014-2041.	4.4.1	Community & Customer Services	On Track	Council continued a targeted marketing campaign, Reconnect on Redlands Coast, to support the local tourism economy. Focused on North Stradbroke Island (Minjerrabah), Council's initiative was based on feedback from island tourism operators that one of the best ways Council could assist them recover from the impacts of COVID-19 was through promoting the island to the domestic drive market.

5. Wise planning and design

2023 Strategic Outcomes

5.1 Growth and development in the city is sustainably managed through the adoption and implementation of the Redland City Plan and Local Government Infrastructure Plan.

5.2 Redland City's character and liveability are enhanced through a program of master planning, place-making and centre improvement strategies, including maximising opportunities through the catalyst Toondah Harbour Priority Development Area and Redlands Health and Wellness Precinct projects to build a strong and connected Cleveland.

5.3 An effective and efficient development assessment process delivers quality development that is consistent with legislation, best practice and community expectations.

5.4 Regional collaboration and targeted advocacy drives external funding for key infrastructure upgrades and enhanced community outcomes.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Manage planning for transport initiatives and services across Redlands Coast.	5.1.1	Community & Customer Services	On Track	Council officers liaised with micromobility providers to develop a business case for implementing a micromobility pilot project in Redlands Coast.
Ensure infrastructure necessary to support growth across Redlands Coast is provided through the development assessment process and capital works program.	5.1.2	Community & Customer Services	On Track	Development infrastructure continued to be delivered by both the development industry and Council. Continual improvement to the recognition of trunk infrastructure through capital programs was made by collaborating with stakeholders across Council.
Develop a wastewater treatment plant strategy and master plan.	5.1.3	Community & Customer Services	On Track	A consultant has been engaged to assist with the development of the wastewater treatment plant strategy and master plan. The initial workshop used to set out the planning criteria to be complied with for the options assessment has been completed, along with a review of capacity assessments of treatment plants.
Develop solutions to upgrade the Capalaba Wastewater Treatment Plant.	5.1.4	Community & Customer Services	On Track	The review of the recommended strategy from the options analysis has been completed. It is being used as an input into the mainland wastewater treatment plant strategy and master plan.
Finalise the Cleveland Centre Traffic and Transport Strategy.	5.1.5	Community & Customer Services	On Track	The final draft Cleveland Centre Local Area Transport Plan was presented at a Councillor briefing on 18 August 2020, and a community engagement plan to support its rollout continued to be developed. The finalised Cleveland Centre Local Area Transport Plan will be brought to a future General Council meeting for endorsement.
Maintain the Redland City Plan to ensure it reflects best practice and is responsive to Redlands Coast community expectations.	5.1.6	Community & Customer Services	Complete	Council approved a minor amendment package to City Plan at its General Meeting on 16 September 2020. Council officers commenced scoping the content of a proposed general major amendment to City Plan.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Implement actions outlined in the Cleveland Centre Traffic and Transport Action Plan 2019-2020. (Carried forward 2019-2020)	5.1.7	Community & Customer Services	On Track	Council officers continued liaising with asset managers and project delivery partners to plan and deliver the remaining actions in the Cleveland Centre Traffic and Transport Action Plan 2019-2020.
Coordinate a place management program for key activity centres and contribute to master planning for precincts.	5.2.1	Community & Customer Services	On Track	Redlands Health and Wellness Precinct Concept Design, Planning and Strategy Stage 3 Report was finalised by consultants and provided to Council and key partners (Metro South Health Services and Redlands Mater Private Hospital). Key short term and long term findings were identified in the Report. Council liaised with successful proponent, the Shayher Group, to assist in progressing concept details for the revitalisation of the Capalaba Town Centre.
Coordinate planning and guidance for future development and infrastructure delivery for local areas across Redlands Coast.	5.2.2	Community & Customer Services	On Track	A State Interest assessment was underway for the draft South West Victoria Point Local Plan Structure Plan and consequential major amendments to City Plan. Council received a Ministerial Direction in relation to the Southern Thornlands Potential Future Growth Area on the 23 July 2020. The Ministerial Direction required Council to complete its investigations of the area by 16 September 2020, and provide a report outlining the outcomes of its investigations to the Planning Minister by 25 September 2020. Council subsequently completed these requirements and commenced public consultation on its preferred future land uses for the Southern Thornlands area on 28 September 2020.
Identify and protect places of European heritage significance.	5.2.3	Community & Customer Services	On Track	A proposed major amendment to include additional properties in the Heritage Schedule (schedule 7) of City Plan received approval from the Planning Minister to proceed to public consultation. A report and proposed community consultation plan was prepared for consideration by Council at a future General Meeting.
Progress the Redlands Coast Adventure Sports Precinct Project.	5.2.4	Community & Customer Services	On Track	Council continued to plan for site confirmation and detailed master planning for the Redlands Coast Adventure Sports Precinct, and engagement was maintained with the State Government 2032 Olympic and Paralympic Games Taskforce on the Games venue opportunity for the precinct. A meeting of the Redlands Coast Adventure Sports Precinct Industry Stakeholder Reference Group was held on 1 July, with members receiving an update on the project and the Games candidature process.
Maintain effective systems and processes that underpin quality and timely decision making for development applications.	5.3.1	Community & Customer Services	On Track	Ongoing improvements to systems and processes for development applications were made to ensure good decision making in a timely manner.
Contribute to implementation of a South East Queensland (SEQ) City Deal.	5.4.1	Community & Customer Services	On Track	Commonwealth, state and local governments continued work on developing a SEQ City Deal. Council continued to be represented on the Local Government Working Group and CEO's Forum, contributing input to help shape the SEQ City Deal through major work program streams. COVID-19 has delayed finalisation of the City Deal, originally scheduled to be signed by June 2020. Updates on continuing work is provided through the Council of Mayors SEQ Economic Development Working Group.

6. Supportive and vibrant economy

2023 Strategic Outcomes

6.1 Council supports infrastructure that encourages business and tourism growth.

6.2 Redland City delivers events, activities and performances that bring economic and social benefits to the community.

6.3 Council's involvement in the State Government's North Stradbroke Island Economic Transition Committee supports and aligns with Council's strategic objectives, which help deliver long-term economic sustainability for North Stradbroke Island (Minjerrabah).

6.4 Council receives a return on the community's investment in land to enhance economic and community outcomes.

6.5 Growth in key sectors identified in Council's Economic Development Framework is supported through the development and implementation of action plans by the Industry Economic Development Advisory Board.

6.6 Development will be facilitated specifically in the Toondah Harbour Priority Development Area (PDA) and Weinam Creek PDA with a focus on economic growth.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Develop Redlands Coast Destination Management Plan 2021-2026.	6.1.1	Organisational Services	On Track	<p>Council commenced development of the new Redlands Coast Tourism Destination Management Plan 2021-2026 which included five engagement sessions with attendance and participation by more than 80 representatives from local tourism and event businesses.</p> <p>Council continued to promote Redlands Coast in destination marketing initiatives including the development of a tourism recovery campaign - Reconnect on Redlands Coast. The campaign was viewed by more than 2.57 million people.</p> <p>Council developed a new Redlands Coast tourism video and conducted two photo shoots including Quandamooka artists, cultural tour guides, and local tourism operators and experiences. Council promoted Redlands Coast on the Channel Seven Weekender lifestyle series featuring the new Minjerrabah trails, guided land-based whale watching tours and new eco-glamping tents, winery tours, hinterland tracks and trails, luxury day spa experiences and other local tourism businesses.</p> <p>Council partnered with the Queensland Government's Department of State Development, Tourism and Innovation, Brisbane Economic Development Agency and Tourism and Events Queensland to develop and promote North Stradbroke Island/ Minjerrabah tourism business deals and special offers as well as local artists, galleries and studios through the Minjerrabah Arts Trails event, with website and social media advertisements hosted through Redlands Coast's channels during September school holidays.</p> <p>The Redlands Coast Visitor Information Centre received more than 1,232 walk in, written and, telephone visitor enquiries and received more than 23,459 views on the tourism website. A total of 2,518,702 people were reached on Facebook with 36 posts and 1,145,764 people were reached on Instagram with 18 posts. The Redlands Coast Tourism Subcommittee, chaired by Council and comprising tourism industry representatives, met twice.</p>
Implement the Redlands Coast Smart and Connected Cities Strategy.	6.1.2	Community & Customer Services	On Track	<p>An internal review of the draft Redlands Coast Smart and Connected City Strategy commenced.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Deliver actions in the Redland City Events Strategy and Action Plan 2017-2022.	6.2.1	Organisational Services	On Track	<p>Council continued to deliver actions in the Redland City Events Strategy and Action Plan 2017-2022 including the implementation and roll-out of the Redlands Coast events portal and local event supplier register. Council delivered five COVID-19 safe events attended by more than 386 people. Events included the Local Government Management Association Awards, two citizenship ceremonies and two Long Service Recognition Functions.</p> <p>Council facilitated the delivery of 16 community events attended by more than 19,500 people. Events included the Cleveland Caravan, Camping, Boating & 4x4 Expo attended by more than 13,000 people, Drive in Movie, Drive in Concert, community markets and sporting events.</p> <p>Council continued to support local event operators to comply with the Queensland Government's COVID-19 restrictions on events and gatherings including two industry e-newsletters, and met regularly with event organisers. Council introduced a monthly 'what's on' e-newsletter to promote events, activities and workshops on Redlands Coast. Council sponsored the Cleveland Caravan, Camping, Boating and 4x4 Expo held in September under a Queensland Health approved COVID-19 safe event plan.</p>
Deliver events, activities and workshops that contribute to bringing economic and social benefits for the Redlands Coast community.	6.2.2	Community & Customer Services	On Track	<p>While a number of scheduled events were cancelled or reduced in scope due to COVID-19, some events were able to be delivered in appropriately socially distanced formats. This included the SEQ Community Development Network, a number of Council-led community development networks, and the Redlands Young Leaders Group, which continued to meet on a regular basis.</p> <p>On 23 July 2020, the first manufacturing network meeting was held on the Redlands Coast, hosted by the Regional Skills Investment Strategy (RSIS) program. Attendance included representatives from the State Government, Redland City Councillors and Council officers, Council's RSIS program coordinator and 21 industry participants.</p>
Continue to roll-out the city's new destination brand, Redlands Coast - Naturally Wonderful.	6.2.3	Organisational Services	On Track	<p>The Redlands Coast brand continued to generate awareness via two websites, social media and digital advertising as well as Council-owned bus shelters. A destination marketing campaign to support post-COVID-19 recovery for tourism for the area occurred from July to September 2020. The campaign 'Reconnect on Redlands Coast' was delivered through a marketing campaign across Toowoomba, Ipswich and the Greater Brisbane area as well as through targeted activity in Redlands Coast. The campaign used media across print, digital, social, billboards, bus panels, bus shelters and internal train panels. The social campaign delivered more than 2.57 million impressions (a reach of 1.68 million), print exposure was seen by 526,000 readers, digital billboards within the Greater Brisbane area were seen by more than 1,062,800 people, while bus panels in Ipswich and Toowoomba delivered a total of 329,087 impressions. The campaign also generated a 330% increase in traffic to the tourism website.</p> <p>In addition the Redlands Coast App continued to grow with 1,562 registered users.</p>
Coordinate Redland City Council's involvement in the implementation of the Queensland Government's Minjerrabah Futures transition program.	6.3.1	Community & Customer Services	On Track	<p>Council continued to work closely with the Queensland Government on the implementation of the Queensland Government's Minjerrabah Futures Program. The Minjerrabah Futures Reference Group, which includes representation from state and local government, Quandamooka Yoolooburrabee Aboriginal Corporation, business groups and other organisations, continued to receive updates on the status of Minjerrabah Futures projects and identified new opportunities to support island businesses.</p>
Identify and develop strategic opportunities for Redland City Council land holdings.	6.4.1	Community & Customer Services	On Track	<p>A memorandum of understanding has been signed with the preferred developer, Shayher Group, for the Capalaba Town Centre redevelopment project. Shayher Group is now refining the commercial proposal and master plan.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Provide secretariat support for the Redland City Economic Development Advisory Board (EDAB).	6.5.1	Community & Customer Services	On Track	A draft Redlands Economic Development Advisory Board Annual Report 2019-2020 was prepared and a report on the 16th Economic Development Advisory Board Meeting drafted for consideration by Council at a future General Meeting.
Deliver industry-enabling action plans and a targeted investment attraction strategy.	6.5.2	Community & Customer Services	On Track	<p>The Redlands Health and Wellness Precinct, a key initiative under the Redland City Health Care and Social Assistance Industry Sector Plan 2018-2023 as well as the Redland City Education and Training Industry Sector Plan 2018-2023, progressed with finalisation of the Concept Design, Planning and Strategy Stage 3 Report.</p> <p>A number of projects under the Education and Training Industry Sector Plan 2018-2023 and Health Care and Social Assistance Industry Sector 2018-2023 such as the Education Roundtable and the Health Care and Social Assistance Summit were postponed due to COVID-19 restrictions. Regular communication with stakeholders in these industries continued to be maintained. The development and refinement of a business database for each industry sector was completed including identifying businesses in the rural enterprise industry, which is an action under the Redland City Rural Enterprises Industry Sector Plan 2019-2024.</p> <p>Planning commenced for the development of a draft Manufacturing Industry Sector Plan with the completion of the Manufacturing Preliminary Analysis Study and the ongoing analysis of pre and post-COVID-19 surveys of manufacturing businesses.</p> <p>Investment attraction focused on the COVID-19 social and economic response for business. Partnering with the Redlands Coast Chamber of Commerce on the Championing Redlands Coast initiative through provision of economic data and engagement with local businesses and industry continued to inform Council's economic and investment attraction planning. Engagement on investment opportunities with each industry sector continued as identified in the industry sector plans.</p>
Review Redland City Council's economic recovery response to COVID-19.	6.5.3	Community & Customer Services	On Track	<p>Council established a COVID-19 Recovery Taskforce which comprises four subgroups reporting to the Taskforce Coordination Committee. The Financial and Economic Recovery Subgroup held its first meeting on 3 September 2020 and members received a COVID-19 Economic Overview briefing from the Economic Development Unit.</p> <p>Council continued to monitor and assess the local impact of COVID-19 on the Redlands Coast business community. A survey of more than 200 businesses was undertaken to better understand the challenges faced by businesses in four key industry sectors, and to inform the development of Council's Social and Economic Recovery Plan with targeted support mechanisms and assistance for business.</p> <p>Council continued to work closely with the Redlands Coast Chamber of Commerce on a co-funded Championing Redlands Coast initiative which included a survey of the impact of COVID-19 on the region's project pipeline.</p>
Facilitate the Toondah Harbour Priority Development Area (PDA) in partnership with Economic Development Queensland.	6.6.1	Community & Customer Services	On Track	<p>Redland Investment Corporation continued to manage the Priority Development Area (PDA) development agreements for the Weinam Creek PDA redevelopment and Toondah Harbour PDA redevelopment projects. Construction of Stage 1 of the Weinam Creek PDA is complete and the master plan is now finalised, ready for submission to Economic Development Queensland.</p> <p>The Toondah Harbour PDA Environment Impact Studies continued and are nearing completion.</p>
Facilitate the development of the Weinam Creek Priority Development Area (PDA) in partnership with Economic Development Queensland.	6.6.2	Community & Customer Services	Complete	Construction for Stage 1 of the Weinam Creek Priority Development Area (PDA), which includes the new car park on Moores Rd, Redland Bay, pathways and a footbridge connecting to the ferry terminal, is now complete. The addition of a new car park on Moores Road is an integral part of the overall master plan and will serve as overflow parking while works on the northern side of the creek commence. The overall master plan is now finalised and will be submitted to Economic Development Queensland for assessment.

7. Strong and connected communities

2023 Strategic Outcomes

7.1 Festivals, events and activities bring together and support greater connectivity between cross-sections of the community.

7.2 Council maximises community benefit from the use of its parklands and facilities by improving access to, and the quality and shared use of, public spaces and facilities by groups for sporting, recreational and community activities.

7.3 Council's assessment of community issues and needs provides timely opportunities to pursue grants and partnerships that realise long-term benefits.

7.4 Council supports volunteerism and participation in civic projects through clear and supportive Council processes to reduce red-tape, and engage and recruit volunteers for Council projects.

7.5 The community's preparedness for disasters is improved through community education, training and strong partnerships between Council and other agencies.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Celebrate the cultural life of Redlands Coast.	7.1.1	Community & Customer Services	On Track	<p>Council delivered five COVID-19 safe events attended by 386 people. Events included the Local Government Management Association Awards, two citizenship ceremonies and two Long Service Recognition functions. Council facilitated the delivery of 16 community events attended by more than 19,500 people. Events included the Cleveland Caravan, Camping, Boating & 4x4 Expo attended by more than 13,000 people, Drive in Movie, Drive in Concert, community markets and sporting events.</p> <p>COVID-19 social distancing/gathering restrictions limited programing onsite at the Redland Art Gallery (RAG) and Redland Performing Arts Centre (RPAC).</p> <p>RAG hosted four events and seven exhibitions. Online/digital offerings were made available to the community in lieu of original programs planned.</p> <p>At RPAC, community hirers continued to use the space including indelabilityarts, Leah Lever Band rehearsals and Redland College ensemble performance. A total of 79 internal Redland City Council meetings were held at RPAC utilising the Concert Hall, Events Hall and Auditorium.</p>
Plan, provide and advocate for essential social infrastructure for Redlands Coast community activities.	7.2.1	Community & Customer Services	On Track	<p>Key actions for the draft Age Friendly Action Plan were finalised. Investigations were undertaken for the use of the balance of the Runnymede Road, Capalaba community purposes land. Griffith University's Regional Innovation Data Lab provided additional social service provider data to inform social provisioning analysis for development of a draft Strong Communities Strategy.</p>
Improve sport and recreation club sustainability and strategic planning.	7.2.2	Infrastructure & Operations	On Track	<p>Council continued the program of park maintenance upgrades across Redlands Coast with a focus on presentation through mulching and plantings. Council has also been working closely with the 70 (approximate) sport and recreation clubs across the mainland and coastal islands to provide support during COVID-19 restrictions. Club support focus has been about generating ideas for longer term financial sustainability, recovery planning and re-engagement strategies with members. Council has sought to provide practical support through networking sessions, and distributing grant and stimulus package information.</p>
Plan for effective sport and recreation across Redlands Coast.	7.2.3	Infrastructure & Operations	On Track	<p>The implementation of the Redlands Coast Sport and Recreation Precinct Master Plan continued with several meetings and site walks with prospective tenant sport and recreation clubs, the completion of the fauna assessment and the release and closing of the tender for the Concept Design plan development. As part of the tender requirements more than 70 contractor representatives attended the mandatory site walk-through.</p> <p>Planning for the optimisation of existing facilities for sport and recreation across Redlands Coast has progressed with the initial draft action plan received in late September.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Plan for future uses of the Birkdale land and Willard's Farm sites.	7.2.4	Community & Customer Services	On Track	Various management plans and land studies were adopted or noted by Council at its General Meeting on 16 September 2020. These included the conservation management plan for the former US Army radio receiving station, the Aboriginal heritage review, the ecological assessment and environmental management plan, the preliminary engineering assessment and the Birkdale site opportunity assessment. During that meeting Council resolved to commence planning work for the property including the development of a vision for the end use of the land and consideration of short term site activation options.
Deliver Redland City Council's Grants and Sponsorship Program.	7.3.1	Community & Customer Services	On Track	A review of the Community Grants and Sponsorship Program commenced. A survey of community organisations was launched to identify the impact of COVID-19 on local community organisations. Round 2 of the Community Grants and Sponsorship Program for 2019-2020 was finalised and the 2020-2021 Sponsorship Round opened on 7 September, 2020.
Activate and engage the Redlands Coast community through programs and partnerships to encourage reading and all forms of literacy as part of the implementation of the Library Services Strategy 2017-2022.	7.3.2	Community & Customer Services	On Track	<p>Redland libraries operated under a COVID-19 Safe Plan, with people limits, sign in protocols and other safety and sanitary arrangements in place. Amity Point is the only branch that remains closed to comply with public health directions related to COVID-19, however a home delivery service commenced for its clients.</p> <p>Events, program and community outreach services recommenced in July 2020 and resulted in 3,534 participants being engaged in literacy-focused programs and activities across the city. Programs included First 5 Forever, English as a second language group and book club. Social media engagement continued with online programming including story time and author talks. The mainland home library service for people who are unable to leave their homes due to illness and nursing home residents also commenced.</p> <p>Planning is underway for pop-up libraries to commence in October 2020.</p>
Continue to review volunteer engagement in Redland City Council.	7.4.1	People, Culture and Organisational Performance	Monitor	There has been no activity in the volunteering and work experience placements due to COVID-19 restrictions.
Build disaster resilience.	7.5.1	Organisational Services	On Track	<p>On 29 July 2020, the Redland Local Disaster Management Group held its first meeting for the 2020-2021 financial year with a focus being on the Bushfire Risk Management Plan and the COVID-19 pandemic situation.</p> <p>Council continued its community education through advertising in local publications, focusing predominantly on getting ready for the bushfire and storm season.</p> <p>To ensure that Council can respond effectively to an evacuation situation in the Redlands, Council worked with Queensland Fire and Emergency Services to deliver Evacuation Centre Management training to Council staff, Community Champions and Disaster Chaplains.</p>
Review Redland City Council's community recovery response to COVID-19.	7.5.2	Community & Customer Services	On Track	Council secured \$100,000 in grant funding under the State Government's Community Recovery Queensland Bushfires Flexible Funding Grants to appoint a Community Resilience Coordinator to support local vulnerable and disadvantaged communities. The new Community Recovery Taskforce (previously the Human and Social Recovery Group) met for the first time to report on the status of the community as well as response initiatives in the city. A disaster chaplain hotline was established. Responding to homelessness remained a priority for Council and new standards in cross-agency collaboration were set.

8. Inclusive and ethical governance

2023 Strategic Outcomes

8.1 Council's Information Management Strategy and technology systems are engineered to increase efficiency and provide excellent customer service outcomes.

8.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans that guide project planning and service delivery across the city.

8.3 Implementation of the Corporate Plan is well coordinated across Council and through a delivery mechanism that provides clear line of sight, accountability and performance measurement for all employees.

8.4 A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change that enhances internal and external outcomes.

8.5 Council uses meaningful tools to engage with the community on diverse issues so that the community is well informed and can contribute to decision making.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Build on Redland City Council's software digital transformation.	8.1.1	Organisational Services	On Track	<p>Council commenced work on significant activities related to our core financial and strategy systems. Project teams are currently working toward the upgrade of our core financial management system and corporate performance and strategy system. Council commenced internal engagement and consultation to define and draft the new Information and Communication Technology Strategy for 2020-2023.</p> <p>Grant funding has been secured to commence the rollout of strategic fibre infrastructure connecting Council business districts and buildings. The design work has been completed and the tender was released to the market.</p>
Improve Redland City Council asset management.	8.2.1	Organisational Services	On Track	<p>Asset Management Steering Committee Terms of Reference were reviewed to have a strategic focus, with a revised membership, including the Chief Executive Officer as chair. The Asset & Service Management Plans and 10 year planning process was launched for this year's cycle, a collaborative launch with subject matter experts from across the business. A review of the asset management risks and an analysis of the Local Government Infrastructure Plan has been completed.</p> <p>The Strategic Spatial Intelligence Transformation project, commonly known as Spatial Intel, has completed the first of two engagement sessions planned, with six groups across the organisation.</p>
Develop and implement a new corporate plan.	8.3.1	People, Culture and Organisational Performance	On Track	<p>Council analysed community feedback from several strategic planning and policy programs to identify what the community values, and what they have said is important to them. Consultation with Councillors and key Council officers also helped to ensure our community needs are met.</p> <p>This information was used to inform the draft Our Future Redlands: A Corporate Plan to 2026 and Beyond.</p> <p>The draft corporate plan includes a new long-term vision and goals for our city, as well as the objectives, projects and initiatives that Council will prioritise over the next five years. On 16 September, 2020 Council resolved to take the draft plan out for community consultation for a six-week period from 30 September to 11 November, 2020.</p>
Improve strategic alignment and delivery.	8.3.2	People, Culture and Organisational Performance	On Track	<p>Council's service portfolio was reviewed for strategic alignment as part of development of the draft Our Future Redlands: A Corporate Plan to 2026 and Beyond. Meetings were held between Council's Project Sponsor and delivery consultant to discuss the progression of Stage 3 of the Strategic Service Planning Project.</p> <p>Development of a new corporate performance reporting system commenced which is designed to better align and link corporate plans with performance analysis and evaluation.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Improve alignment between individual and Redland City Council performance.	8.3.3	People, Culture and Organisational Performance	On Track	Performance goals and development plans were reviewed and assessed between employees and their supervisors with new goals developed for the 2020-2021 financial year. The focus on key areas is to drive performance and development achievement. Posters, guides and support were provided to individuals and teams.
Deliver the Procurement Transformation Program.	8.3.4	Organisational Services	On Track	<p>Council transitioned to the Strategic Contracting Procedures in July 2020 as planned. Program activities for the 2020-2021 financial year will focus on Phase 3: Reinforcing the Change. A survey was undertaken in quarter one with key users of VendorPanel - Council's online tendering and quotation platform to identify any further training needs.</p> <p>Planning for the Procurement Transformation Program activities for the next 12 months has been completed this quarter and key activities have been identified, including recruitment of a Category Specialist; development of Council's 'MyBuy Portal'; a centralised internal platform for all things procurement - including sharing of policies, procedures, training & development and supplier news. The regular Procurement Transformation newsletter to external suppliers was issued in quarter one.</p> <p>Scoping commenced for the implementation of an upgraded, cloud-based contract management system.</p>
Prioritise, define and manage Redland City Council's portfolio of projects.	8.3.5	Organisational Services	On Track	<p>The 2020-2021 financial year portfolio was established with all programs, projects, sub-projects and capital funded activities well defined in the P3 Portal. Council continued to provide project management support to officers via a comprehensive intranet site and relevant tools and templates.</p> <p>Council commenced internal discussions on the 2021-2022 financial year capital expenditure prioritisation model and processes along with review of the business cases required for the next portfolio intake. Council continued to facilitate the Capital Investment Working Group to understand and categorise the portfolio pre-allocations in advance of the 2021-2022 financial year portfolio development.</p> <p>Diploma of Project Management training commenced with a focus on the practical application in a local government environment.</p>
Continue to build a diverse and inclusive culture that enables cooperation, innovation and change to enhance outcomes.	8.4.1	People, Culture and Organisational Performance	On Track	Lessons learnt workshops were undertaken at the close of the Asset Management Project to discover opportunities for improved Change Management practice on future projects. Key feedback included communications and training improvements. These have now been incorporated into the change management methodology to improve the process for increased adoption on changes being implemented. Two new major change projects were developed this quarter; Intranet Migration and Financial Platform Discovery.
Support and enable improvement and innovation.	8.4.2	People, Culture and Organisational Performance	On Track	<p>A series of light touch service reviews across Council concluded resulting in 691 business improvement ideas, with 139 undergoing further analysis. Approximately 80 of these initiatives identified significant financial savings or efficiency gains, and work has commenced to progress these and establish a benefit management approach to maximise community outcomes from these benefits.</p> <p>A staff innovation training session was held to enable innovation capacity and techniques.</p>
Conduct community engagement on a diverse range of issues.	8.5.1	Organisational Services	On Track	Council has engaged the community on projects including park upgrades, expressions of interest for tourism park, community gardens, regulated parking trials, and a car-share trial. Council used a range of engagement tools include its Your Say Redlands Coast website, surveys, social media, phone, email and mail.