



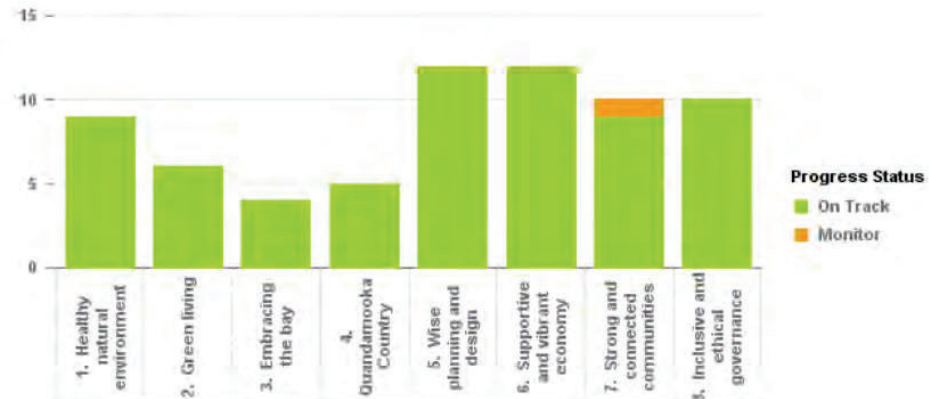
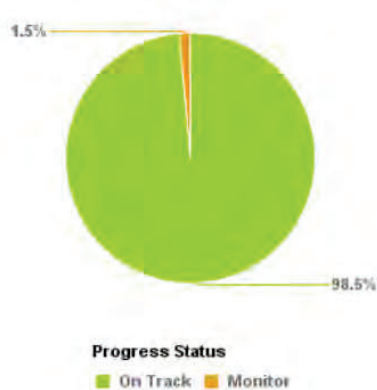
Operational Plan 2020 - 2021

October to December 2020



Vision Outcome – Quarter Summary

Vision Outcome	On Track	Monitor	Total
1 Healthy natural environment	9	0	9
2 Green living	6	0	6
3 Embracing the bay	4	0	4
4 Quandamooka Country	5	0	5
5 Wise planning and design	12	0	12
6 Supportive and vibrant economy	12	0	12
7 Strong and connected communities	9	1	10
8 Inclusive and ethical governance	10	0	10
Total	67	1	68

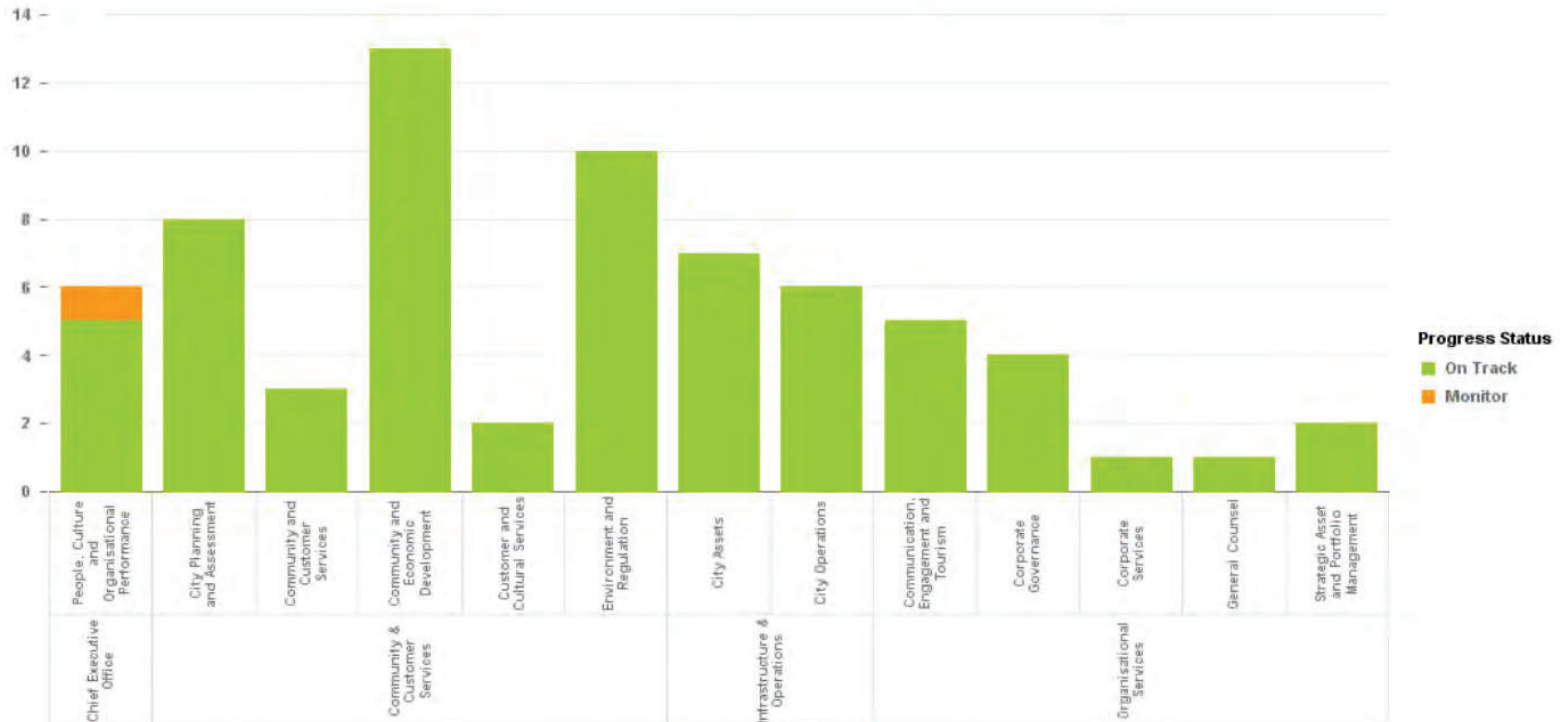


- On Track** The significant activity is progressing on time and on budget and is on track for delivery.
- Monitor** There are issues with timeframes and/or budget but it is still expected that with close monitoring the significant activity will be delivered.
- Complete** The significant activity has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

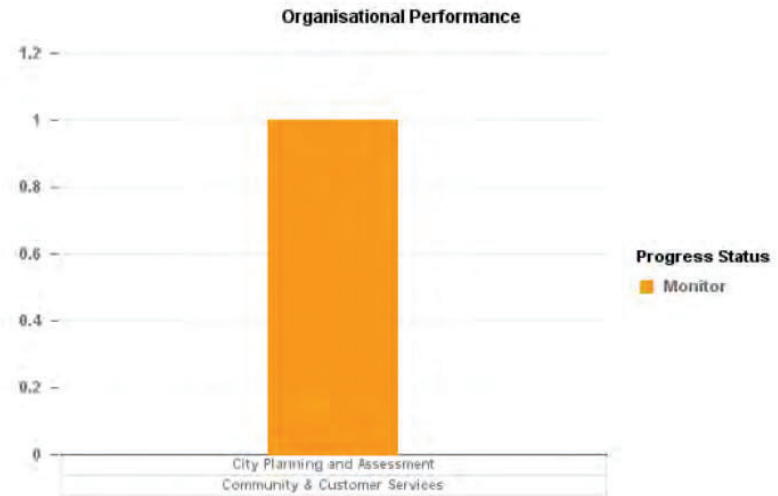
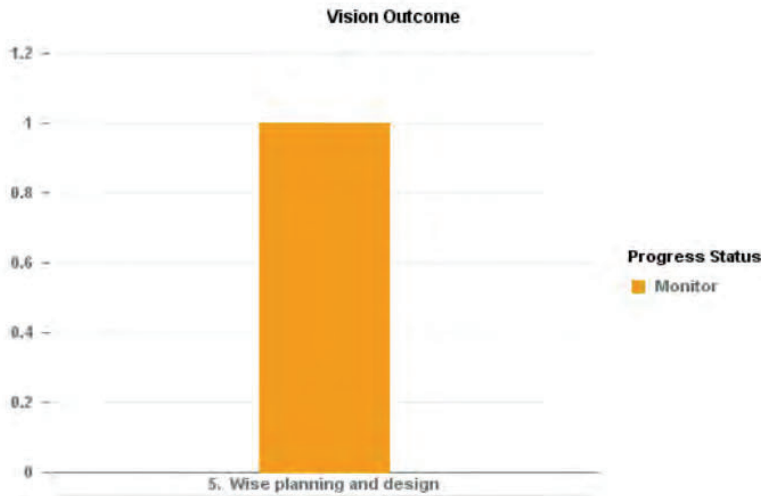
Department	On Track	Monitor	Total
Chief Executive Office	5	1	6
Community & Customer Services	36	0	36
Infrastructure & Operations	13	0	13
Organisational Services	13	0	13
Total	67	1	68



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

Vision Outcome	Monitor	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.
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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 Redlands Coast. During quarter two, weed management was undertaken in over 320 sites, while 16,245 plants were planted within conservation reserves. This included 10,000 in Mount Cotton, 1,391 in Alexandra Hills and 900 in Capalaba. Council staff attended four significant wild fires at the Birkdale Land, Greater Glider Reserve in Alexandra Hills and two at Heinemann Road in Mount Cotton. Proactive slashing of 830 fuel reduction zones was undertaken throughout the city as well as slashing 319 blocks. This equated to a volume of 8,821 hectares of slashing conducted during the quarter.
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	The Redlands Coast Biosecurity Plan continued to be updated based on stakeholder feedback. Digital biosecurity training has been initiated for officers. Meetings were held with operational areas of Council including those with biosecurity responsibilities to discuss action plan implementation as well as forward planning. Officers continued to participate in meetings and workshops with Biosecurity Queensland and the Local Government Association of Queensland.
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	Implementation of the Wildlife Connections Plan 2018-2028 continued, with an updated list and map produced of all current properties that fall within strategic priority area layers, and to identify areas of Council land outside of primary priority areas. Officers continued monitoring flying fox roosts.

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	24 requests for investigation into potential contaminate release concerns were received and responded to during quarter two. Twelve investigations have been concluded, with 12 still ongoing. Officers have continued to undertake proactive compliance inspections and monitoring across the city's major development sites. Seventeen proactive cases have been opened, with seven remaining active for monitoring. Council officers supported the running of an industry-based erosion and sediment control demonstration day, facilitated by Healthy Land and Water and the International Erosion Control Association. To build internal capacity, Council also supported the running of an erosion and sediment control demonstration event for officers in partnership with Healthy Land and Water.
Continue to progress a program to plant one million native plants across Redlands Coast by 2026.	1.1.5	Infrastructure & Operations	On Track	The One Million Plant Program aims to have planted one million plants by 2026. During quarter two, 16,245 plants were planted within 19 conservation reserves which included 10,000 at Homestead Place, Mount Cotton, 1,391 at MacArthur Street, Alexandra Hills and 900 at Barber Drive, Capalaba. Since the beginning of the program 413,531 plants were planted by Council operational teams and Community Bushcare groups across the mainland and bay islands.
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	Officers continued to engage with the Department of Environment and Science and other councils in relation to the State Government's South East Queensland Koala Conservation Strategy 2020-2025. Continuation of the roll-out of programs based on the 2020-2021 implementation actions under Council's Koala Conservation Strategy 2016-2021.
Enhance community education, awareness and involvement in environmental and wildlife management.	1.2.2	Community & Customer Services	On Track	<p>A community koala awareness campaign continued via social media platforms including Snapchat, Inmobi and Facebook. Phase two of Redlands Coast Koala Watch was launched in December 2020 to further test community engagement with project objectives.</p> <p>The Annual North Stradbroke Island urban koala survey was undertaken, with koalas identified at Amity Point (49 including six joeys) and Flinders Beach (three including one joey).</p> <p>Flying fox education occurred at the IndigiScapes Halloween event with Bat Conservation and Rescue Queensland Inc.</p> <p>Redlands 24hr Wildlife Rescue service continued to operate 24/7 and received 2,379 calls.</p> <p>Redlands Wildlife Care Network (8am-5pm) received 1,415 calls for assistance.</p> <p>Redlands Afterhours Wildlife Ambulance (5pm-8am) received 964 calls for assistance.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
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 (EP) extension programs continued to focus on community areas identified in strategic area priority mapping. 2,837 plants were provided to, and planted by, extension program participants. 93 visits were made to private properties to provide environmental education and support. An upcycling gardening workshop and a fungi identification workshop were held at IndigiScapes to educate the community on the importance of sustainability and inter-relationships between our natural assets and our ecosystems. IndigiScapes tours were well attended during the quarter, also raising awareness of natural assets and the important role they play in the natural environment.</p> <p>Cane toad trap implementation continued, with additional traps installed on private properties. A large amount of barbed wire was removed from EP properties to allow safe movement for wildlife across the landscape. Social media was used to support landholder environmental education and stewardship. This resulted in more interaction and discussion online between officers and private landholders, and increased knowledge within the community.</p> <p>Community Bushcare volunteer groups remain active across Redlands Coast, with many groups having a summer break in December 2020 due to the hot weather. Bushcare officers undertook 13 extension visits to support groups with onsite training and planning. Groups planted 852 native plants at various Bushcare sites to improve habitat values. Community Bushcare volunteers were encouraged to promote their activities for education and engagement purposes to the broader community through provision of a social media workshop. Annual First Aid training was provided to Bushcare volunteer first-aiders to ensure health and safety requirements continue to be met, so that volunteers can achieve their on-ground outcomes safely. An end-of-year Bushcare volunteer recognition event was held to celebrate the achievements and milestones of the Bushcare groups and volunteers. Annual awards aligning with the objectives of the Bushcare Program were presented to groups.</p>
Enhance the visitor experience of natural assets across Redlands Coast.	1.4.1	Infrastructure & Operations	On Track	<p>Council continued a number of enhancement projects as well as key maintenance works during quarter two. Significant repair and upgrades were undertaken on the IndigiScape Centre boardwalks. The Clarke Street Carpark entrance to Redland Track Park was identified as a high use area which had become degraded therefore Council re-profiled the entrance to improve access and safety. One creek crossing was rebuilt at the Swamp Box Conservation Area after being washed away in the December storms. Considerable work was undertaken at the popular Bayview Conservation Area. The work included horse tie ups and mounting blocks which were relocated to the day use area, in order to create a greater experience for horse riders. The entrance to the multi-use/horse trail was upgraded as well as the Banksia loop walking trail. Unlawful motorbike access from the Native Dog entrance was identified as a safety concern and fencing upgrades were undertaken.</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	Council continued to maintain and improve Council's carbon and energy dashboard.
Provide educational opportunities to the Redlands Coast community.	2.2.1	Community & Customer Services	On Track	Social media posts in quarter two had a sustainability theme, including National Recycling week in November 2020. Twenty social media posts were shared on the IndigiScapes Facebook page. A new social media campaign was developed, which aims to have a monthly post on the IndigiScapes Facebook page to promote a variety of education opportunities and services to the community.
Plan and deliver waste management services to meet current and future needs across Redlands Coast.	2.3.1	Infrastructure & Operations	On Track	Site investigations continued at Judy Holt Park closed landfill to meet commitments made to the Department of Environment and Science. Consultants provided reports on their investigations and the likely consequences of various remediation options. A workshop on remediation options was held in late November 2020.
Provide kerbside recycling bins and encourage the Redlands Coast community to increase their recycling.	2.4.1	Infrastructure & Operations	On Track	A Council green waste campaign resulted in an additional 530 green waste bins being distributed across the city. This initiative diverted an estimated 53,000 kilograms of green waste from landfill. Council recorded 187 new recycle bin request services, 11 additional bin services and a further 109 exchange service requests (residents upsized to larger capacity recycle bins). In November, the Mayor launched a new recycling station at IndigiScapes. This afforded the opportunity for the community to recycle items unable to be recycled in residential recycling (yellow-lid) kerbside bins. Items that continue to be accepted here are X-Rays, CD's/DVD's/VHS, cassette tapes and small e-waste, beauty products, old art supplies and rubber flip flops. In an initiative to reduce the recycle bin contamination rates, which is a direct cost to Council and the community, Council launched an advertising campaign detailing what should and shouldn't be placed in residential recycling bins. The end of quarter two finished with a joint state and local campaign and competition promoting waste reduction during the Christmas period.
Manage planning for transport initiatives and services, and advocate for public transport across Redlands Coast.	2.5.1	Community & Customer Services	On Track	The Redland Bay Marina Car-Share Trial, a six-month trial to test the acceptance and potential of car-share schemes targeted to benefit the Southern Moreton Bay Islands community, continued. A six-month trial of short-term parking for 26 parking spaces in Middle Street and Bloomfield Street, Cleveland commenced in December 2020. The trial seeks to balance parking management options in the core of Cleveland CBD by providing short-term parking spaces.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Expand the footpath and cycleway network.	2.5.2	Infrastructure & Operations	On track	<p>Eight footpath and one cycleway projects were completed totalling 1,019 metres, including:</p> <p>Cycle Path: Valley Road and No.16-54 Jacob Street at Wellington Pt - 150m</p> <p>Footpaths: Weippin Street at Cleveland - 284m Weippin Street at Cleveland (Wellington Street to Existing) - 267m Serpentine Creek Road at Redland Bay - 59m 676 Old Cleveland Road East at Wellington Point - 12m No.31 Boundary Street to Main Road, Redland Bay - 66m Hardy Road, Birkdale - 71m Laurette Avenue, Thornlands - 67m Allan Day Drive, Wellington Point (Boat Ramp to Car Park) - 43m</p> <p>The Kinross Cycleway connection (from Kinross Road, Thornlands to Weippin Street Cleveland) detailed design continued to be developed.</p>

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. A Council officer is currently the chair of the Water by Design Steering Committee.</p> <p>Progress continued on the review of Council's waterways monitoring programs to ensure these programs meet current and future needs. A contractor was engaged, with a proposed start date in early 2021, to deliver the Ambient Waterways Monitoring program, focusing on investigations of identified concerns.</p> <p>Officers continued to progress the development of the Redlands Coast Bay and Creeks Plan, incorporating opportunities to deliver on the Council-endorsed Lower Brisbane-Redland Coastal Catchment Action Plan (CAP). Project development was initiated for two on-group works projects associated with delivery of the CAP.</p>
Work with island communities to identify and understand community service issues and responses.	3.2.1	Infrastructure & Operations	On Track	<p>Council has continued to work with the State Government and Bay Islands Conservation Incorporated to progress the establishment of the proposed botanical garden on Russell Island. Council's grants program supported two local COVID-19 focused community recovery programs during quarter two. With the modifying of COVID-19 restrictions, a range of community activities including fitness classes, training sessions and sport and recreation events have recommenced at Council's four halls and venues on the Southern Moreton Bay Islands. Council officers have continued to support sport and recreation clubs and regular hall hirers through communication, including facilitating telephone sessions with like-minded groups in the aim to share innovations initiated during this period.</p>
Continue to develop and implement the Redland City Council Coastal Hazard Adaptation Strategy.	3.3.1	Infrastructure & Operations	On Track	<p>The Redland City Council Coastal Hazard Adaptation Strategy underwent community consultation in late 2020. Technical work on the Coochiemudlo Island Shoreline Erosion Management Plan (SEMP) and Amity Point SEMP Implementation Plan were finalised by the project consultants.</p>
Improve access provisions to Moreton Bay.	3.4.1	Infrastructure & Operations	On Track	<p>Council is developing a foreshore access policy and plan, to guide the provision of new and upgraded foreshore access infrastructure. Scoping and background information gathering has commenced.</p> <p>Council commenced the design for two new foreshore access ramps and the planning work for a new boat ramp, as well as the upgrade of land-side facilities at a number of existing boat ramps.</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 (Minjerribah) 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	Organisational Services	On Track	Twenty-four employees attended Quandamooka Cultural Day Training. An additional cultural training program, Neembeeba Binung Gana (look, listen, understand) Elders Cultural Day, run by Minjerribah Moorgumpin Elders-in-Council began and was attended by 16 people. Numbers were slightly reduced due to COVID-19 restrictions.
Promote awareness and understanding of Quandamooka culture.	4.2.1	Organisational Services	On Track	Where known, Jandai language names were used in a variety of media communications, and a fortnightly acknowledgement of Redlands Coast Traditional Owners was included in print advertising. National Aborigines and Islanders Day Observance Committee Week activities in November 2020 were promoted through print and social media channels. Quandamooka culture and Council partnerships were noted throughout Council's 2019-2020 Annual Report. Business as usual practice of including acknowledgment of Country and Elders in speeches continued.
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 held in November 2020. During NAIDOC celebrations Council unveiled the 'Kanara Malara - One People' vehicle wrap on its library courier van and named 26 employees as NAIDOC ambassadors. Joshua Walker and the Yulu Burri Ba dancers performed and a smoking ceremony was held. Aunty Merle performed a Welcome to Country at the NAIDOC Ambassadors event. Indigenous Information sessions continued to be delivered across the organisation.
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 1st Quarter ILUA quarterly report for 2020-2021 year was presented to the Executive Leadership Team in October 2020.
Contribute to the implementation of the Queensland Government's Minjerribah Futures transition program and the Redland City Council Economic Development Framework 2014-2041.	4.4.1	Community & Customer Services	On Track	Council engaged with Quandamooka Yoolooburrabee Corporation (QYAC) for the development of the new Corporate Plan that includes catalyst projects and key initiatives. Council also engaged with QYAC representatives on Minjerribah/North Stradbroke Island, undertook a tour of QYAC tourism facilities, and met with new Quandamooka tourism operators on the island to assist with marketing these facilities as well as tourism offerings.

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	The second deployment of the RACQ Smart Shuttle was initiated at Raby Bay. The objective of the Raby Bay deployment is to understand the capabilities of an autonomous vehicle in a more complex traffic environment, and its ability to operate as a passenger transport service.
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	Local Government Infrastructure Plan projects continued to be delivered as part of development approvals, and are progressively being scheduled through capital works programming and budget reviews for delivery by Council.
Develop a wastewater treatment plant strategy and master plan.	5.1.3	Infrastructure & Operations	On Track	The Redland City Council Wastewater Treatment Strategic Planning Study Draft Report was prepared and an internal review has commenced.
Develop solutions to upgrade the Capalaba Wastewater Treatment Plant.	5.1.4	Infrastructure & Operations	On Track	Upgrade solutions for the Capalaba Wastewater Treatment Plant have been considered in the Redland City Council Wastewater Treatment Strategic Planning Study Draft Report. While the Strategic Planning Study is being finalised, minor upgrades to allow for the continued operation of the current treatment plant have been identified and scheduled.
Finalise the Cleveland Centre Traffic and Transport Strategy.	5.1.5	Community & Customer Services	On Track	The Cleveland Centre Traffic and Transport Strategy has been renamed to the Cleveland Centre Local Area Transport Plan (Cleveland Centre LATP) to align with the Redlands Coast Transport Strategy. The draft LATP is currently being reviewed by the project team, and a community engagement campaign is in development.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
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	On Track	<p>An administrative and minor amendment of City Plan commenced on 18 November 2020. At the General Meeting on 4 November 2020 Council resolved to submit City Plan Major Amendment Package (04/20): Medium Density Residential zone code review to the Planning Minister for the purpose of completing a State interest review, in accordance with the process outlined in the Minister's Guideline and Rules. The proposed amendment will remain confidential until such time that it is released for public consultation, subject to Council and Ministerial approval or Council resolves not to proceed with the amendment.</p> <p>At the General Meeting on 2 December 2020 Council resolved to confirm the scope of potential amendments that may be included within the next General Major Amendment Package 02/20. Officers commenced investigating and drafting the content of the proposed general major amendment package, which will be presented in a report to a future general meeting. The content of the proposed General Major Amendment Package 02/20 will remain confidential until such time as it is released for public consultation or Council resolves not to proceed with the proposed amendment.</p>
Implement actions outlined in the Cleveland Centre Traffic and Transport Action Plan 2019-2020. (Carried forward 2019-2020)	5.1.7	Community & Customer Services	Monitor	Council resolved to commence a short-term parking trial in Cleveland CBD, which commenced in December 2020. The trial seeks to balance parking management options in the core of Cleveland CBD by providing short-term parking spaces.
Coordinate a place management program for key activity centres and contribute to master planning for precincts.	5.2.1	Community & Customer Services	On Track	Council noted the Redlands Health and Wellness Precinct (RHWP) Concept Design, Planning and Strategy Stage 3 Report and authorised further investigations for the delivery of the RHWP, which includes exploring further collaboration with project partners and key stakeholders. Council engaged a Manager Centres Program to develop a centre/precinct management and place making approach.
Coordinate planning and guidance for future development and infrastructure delivery for local areas across Redlands Coast.	5.2.2	Community & Customer Services	On Track	<p>Council is still awaiting approval from the Planning Minister to proceed to public consultation on the South West Victoria Point Local Plan – Major Amendment Package (05/19). Once received a further report will be presented to Council at a future general meeting to address any conditions which may be imposed by the Planning Minister, and to seek approval to commence public consultation.</p> <p>Council recently completed an initial round of public consultation on the draft preferred future land use intents for the Southern Thomlands Potential Future Growth Area. The consultation period ran from 28 September 2020 until 20 November 2020 during which time more than 200 submissions were received. Council officers are currently reviewing the submissions and will prepare a public submission report for consideration by Council at a future general meeting.</p>
Identify and protect places of European heritage significance.	5.2.3	Community & Customer Services	On Track	<p>A proposed major amendment to include additional properties in the Heritage Schedule (schedule 7) of City Plan recently completed public consultation in accordance with the requirements of the Queensland Heritage Act 1992 and the process identified in the Minister's Guidelines and Rules under the Planning Act 2016. The consultation period ran from 12 October 2020 to 4 December 2020, with 36 submissions being received.</p> <p>Council officers have commenced reviewing the submissions received and are preparing a public consultation report for consideration by Council at a future general meeting.</p>
Progress the Redlands Coast Adventure Sports Precinct Project.	5.2.4	Community & Customer Services	On Track	Council continued planning for the Redlands Coast Adventure Sports Precinct, an integrated Aquatic Centre and Olympic standard Canoe-Kayak Slalom facility to provide additional sport, recreation and emergency services education and training facilities for the city. Engagement was maintained with the State Government 2032 Olympic and Paralympic Games Taskforce regarding the event city opportunity for the precinct. A meeting of the Redlands Coast Adventure Sports Precinct Industry Stakeholder Reference Group was scheduled for 21 January 2021.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Maintain effective systems and processes that underpin quality and timely decision making for development applications.	5.3.1	Community & Customer Services	On Track	Ongoing improvement to systems and processes for development applications were made to ensure good decision making in a timely manner. This included refining event processes to accurately calculate legislative target dates automatically and scoping of a replacement system for PD Online to deliver a more user-friendly interface for customers seeking information on development applications within the city.
Contribute to implementation of a South East Queensland (SEQ) City Deal.	5.4.1	Community & Customer Services	On Track	The South East Queensland (SEQ) City Deal continued to be progressed through the Council of Mayors' Economic Development Working Group. The State Government has confirmed it intends to progress the City Deal post-election.

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 continued the development of the new Redlands Coast Tourism Destination Management Plan 2021-2026, which included further consultation with industry stakeholders including the Redlands Coast Tourism Subcommittee, Brisbane Economic Development Agency and the principal consultant EarthCheck.</p> <p>Council continued to promote Redlands Coast in destination marketing initiatives including the development of visitor e-newsletters, Facebook, Instagram and the Visit Redlands Coast website and blogs to promote tourism experiences and events with posts viewed by more than 103,091 people. Council developed and promoted online blogs and media releases promoting local tourism experiences as Christmas gifts and places to explore on Redlands Coast during the school holidays.</p> <p>The Redlands Coast Tourism Subcommittee, chaired by Council and comprising tourism industry representatives, met twice.</p> <p>Council continued to partner with the Queensland Government's Department of Tourism, Innovation and Sport, Brisbane Economic Development Agency and Tourism and Events Queensland to promote North Stradbroke Island/Minjerrabah tourism business deals, special offers and experience development programs.</p> <p>The Redlands Coast Visitor Information Centre received more than 1,159 walk in, written and telephone visitor enquiries, and received more than 10,997 views on the tourism website. A total of 26,801 people were reached on Facebook with 32 posts, while 61,614 people were reached on Instagram with 34 posts.</p>
Implement the Redlands Coast Smart and Connected Cities Strategy.	6.1.2	Community & Customer Services	On Track	<p>Internal review of the draft Redlands Coast Smart and Connected City Strategy continued, with draft strategic objectives refined.</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 further development of Council's online What's on calendar, Redlands Coast events portal and local event supplier register and further updates to the Redlands Coast Event Information Kit. Council delivered six COVID-19 safe events attended by more than 8,162 people. Events included the five-day Christmas on the Coast event, Diner en Rouge - Musique en Rouge, Mayoral Prayer Breakfast, Citizenship Ceremony and two internal events - the Mayor and CEO Employee Excellence Awards and the National Aborigines and Islanders Day Observance Committee (NAIDOC) Ambassador Event.</p> <p>Council facilitated the delivery of 17 community events attended by more than 11,200 people. Events included Queensland Triathlon Series, Redlands Coast Business and Job Expo, NAIDOC celebration and awards events, movies in the park and community music concerts in the park events and a variety of markets across Redlands Coast. Council continued to support local event operators to comply with the Queensland Government's COVID-19 restrictions on events and gatherings including three industry e-newsletters. Council officers conducted 18 Red Team meetings with community event organisers.</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>The majority of community networks that officers are involved in have moved to online platforms, which are functioning effectively. The Redlands Young Leaders Group continued to meet on a regular basis face-to-face with appropriate social distancing. The third Business Brews was held at Bacchus Brewery in Capalaba on 10 December 2020, with a range of speakers and attendees including 19 manufacturing businesses and government representatives. Council provided a Sponsorship Grant and supported the 2020 Redlands Coast Business and Job Expo, which was held on 19 November 2020 at the Alexandra Hills Hotel and Conference Centre.</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 was promoted through a collaboration with the Victoria Point Shopping Centre in which the Redlands Coast app was used for an augmented reality Halloween experience. The experience involved shoppers downloading the Redland Coast App to do a virtual trick or treat through the centre, which provided a COVID-safe way for Redlands Coast to offer a Halloween experience to the community. Promotion of the event and the app occurred via social media, print and billboard advertising. The Halloween promotion resulted in 340 new user sign ups to the app, which brings the total users on the app to 1,905. The Redlands Coast brand also continued to generate awareness via two websites, social media and digital advertising as well as Council-owned bus shelters. In addition, the Redlands Coast brand was also heavily promoted through Council's end of year events including the Christmas by the Coast festival.</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.</p>
Identify and develop strategic opportunities for Redland City Council land holdings.	6.4.1	Community & Customer Services	On Track	<p>Redland Investment Corporation and the preferred developer, Shayher Group, continued working together during quarter two, to negotiate commercial agreements, refine the commercial proposal and the master plan for the Capalaba Town Centre redevelopment.</p>
Provide secretariat support for the Redland City Economic Development Advisory Board (EDAB).	6.5.1	Community & Customer Services	On Track	<p>The Redlands Economic Development Advisory Board Annual Report 2019-2020 and report on the 16th Economic Development Advisory Board Meeting was noted by Council at the General Meeting on 2 December 2020. Council also noted that a review of the Redlands Economic Development Advisory Board is to be undertaken, with a further report to be brought back to Council for consideration by 30 June 2021.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Deliver industry-enabling action plans and a targeted investment attraction strategy.	6.5.2	Community & Customer Services	On Track	The Redlands Health and Wellness Precinct (RHWP) is 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. Council noted the Redlands Health and Wellness Precinct Concept Design, Planning and Strategy Stage 3 Report and authorised further investigations for the delivery of the RHWP including continued collaboration with project partners. The development of a draft Manufacturing Industry Sector Plan continued to be progressed, with stakeholder and industry engagement scheduled in the first quarter of 2021. Work on strengthening the network of manufacturing businesses through Business Brews event continued under the State Government's Regional Skills and Investment Strategy Program.
Review Redland City Council's economic recovery response to COVID-19.	6.5.3	Community & Customer Services	On Track	Council continued to develop the Social and Economic Recovery Plan, with targeted support mechanisms and assistance for business and community organisations. Council continued to work with key businesses and stakeholders through the Financial and Economic Recovery Taskforce, with its second meeting held on 5 November 2020. An update on the results of the business surveys and the impact of COVID-19 on various economic measures was presented at the meeting.
Facilitate the Toondah Harbour Priority Development Area (PDA) in partnership with Economic Development Queensland.	6.6.1	Community & Customer Services	On Track	The Toondah Harbour Priority Development Area Environment Impact Studies neared completion, with a draft set to be released to the public in early 2021.
Facilitate the development of the Weinam Creek Priority Development Area (PDA) in partnership with Economic Development Queensland.	6.6.2	Community & Customer Services	On Track	CCTV cameras were installed and operational at the Moores Road Car Park as part of Stage 1 of the Weinam Creek Priority Development Area (PDA) Revitalisation project, allowing the car park to be opened for use to the public. The master plan for the Weinam Creek PDA project was submitted to Economic Development Queensland, and will be assessed over the coming months.

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 six COVID-19 safe events attended by more than 8,162 people. Events included the five day Christmas on the Coast event, Diner en Rouge - Musique en Rouge. Mayoral Prayer Breakfast, Citizenship Ceremony and two internal events including the Mayor and CEO Employee Excellence Awards, and the NAIDOC Ambassador Event.</p> <p>Council facilitated delivery of 17 community events attended by more than 11,200 people. Events included Queensland Triathlon Series, Redlands Coast Business and Job Expo, NAIDOC celebration and awards events, movies in the park and community music concerts in the park events, and a variety of markets across Redlands Coast.</p> <p>At RPAC, community hirers continued to use the space including indelabilityarts, Leah Lever Band rehearsals and Diner en Rouge and Flipside Circus. A total of 52 internal Redland City Council meetings were held at RPAC utilising the Concert Hall, Events Hall and Auditorium. Eleven RPAC performances and events were held including NAIDOC Week Showcase, The Gruffalos Child, Dusty & the Divas, and Queensland Symphony Orchestra, with one commercial hire.</p>
Plan, provide and advocate for essential social infrastructure for Redlands Coast community activities.	7.2.1	Community & Customer Services	On Track	<p>The draft Redlands Coast Age Friendly Action Plan 2021-2026 was finalised and presented to Council for feedback. Council commenced investigation of the activation of community purposed land in Capalaba to optimise the delivery of services for the Redlands Coast community. These services include, but are not limited to, government-subsidised community transportation for vulnerable persons, aged care services, and National Disability Insurance Scheme coordination for local residents. These investigations are intended to enhance access to services for people who are disadvantaged or are marginalised.</p>
Improve sport and recreation club sustainability and strategic planning.	7.2.2	Infrastructure & Operations	On Track	<p>Council continued to work closely with the 70 sport and recreation clubs across the mainland and coastal islands to provide support during COVID-19 restrictions. Club support has been about generating ideas for longer term financial sustainability, recovery planning and re-engagement strategies with members. Council has provided practical support through networking sessions, distributing grants and stimulus package information and financially supporting building compliance maintenance.</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 the completion of the fauna survey (summer season) report and the engagement of the principal contractor Aureon to complete the Concept Design plan. Planning for the optimisation of existing facilities for sport and recreation across Redlands Coast has progressed with the internal review of the draft action plan completed in late December. Suitable land identified to potentially meet the current and future sport and recreation needs is being progressed through the Property Investment Framework.</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	Operational maintenance on site continued, with vegetation clean up managed in accordance with both the Heritage and Environmental Management plans. A Bushfire Hazard Assessment and Management Plan is being developed by Council officers in conjunction with external consultants specialising in sustainable asset management. Work commenced on future visioning for the site to enable a comprehensive regional-level community consultation process to be carried out in early 2021.
Deliver Redland City Council's Grants and Sponsorship Program.	7.3.1	Community & Customer Services	On Track	The 2020-2021 Sponsorship Program assessment process was finalised, with eight sponsorship grants totalling \$67,862 being awarded. Quandamooka Cultural Awareness Funding totalling \$5,475 was awarded to recipients of this round. The 2020-2021 Community Grants Program has been designed to respond to the results of a survey of local community organisations on the impacts of COVID-19, and a review of the program by Council. The round is scheduled to open in February 2021.
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	Redland libraries continued to operate under a COVID-19 Safe Plan, with people limits, contact tracing 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, servicing 16 clients. Events, program and community outreach services resulted in 4,121 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 and Kanopy club. Libraries attended Christmas by the Coast to promote the library service engaging 660 attendees over five nights. 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. Pop-up libraries commenced with limited capacity due to COVID-19 restrictions.
Continue to review volunteer engagement in Redland City Council.	7.4.1	People, Culture and Organisational Performance	Monitor	There have been no placements made in the volunteering placements due to COVID-19 restrictions.
Build disaster resilience.	7.5.1	Organisational Services	On Track	During quarter two, training was provided to Council staff in Evacuation Centre Management, Disaster Recovery Funding Arrangements and Coordinating Teams Operating in Disasters Masterclass. Evacuation Centre Management training and season planning was also undertaken with Community Champions and Disaster Chaplains. The Local Disaster Management Group meeting was held in November to discuss season preparedness and receive a weather briefing from the Bureau of Meteorology. Council, along with the Mount Colton Rural Fire Mitigation Brigade and State Emergency Services (SES) attended the Mount Cotton Movie in the Park event to provide community engagement and education in the areas of bushfire and storm season preparedness. The Local Government Association of Queensland, in conjunction with Redlands Centre For Women and Council, delivered a Domestic Family Violence (DFV) Awareness program to Community Champions so that they are able to identify and refer victims of DFV to the appropriate organisation for help.
Review Redland City Council's community recovery response to COVID-19.	7.5.2	Community & Customer Services	On Track	The Redlands Coast Community Resilience Project progressed, and a vulnerability and risk assessment and social maturity and ecosystem mapping was undertaken. The criticality of the role of network coordinators to community resilience was identified. Council continued to work with key community stakeholders through the Community Recovery Taskforce, with its second meeting on 5 November 2020. Council provided an update on the results of the community surveys and the impact of COVID-19 on various economic measures.

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	Dedicated project teams are currently working towards enhancing Council's core financial management system and corporate performance and strategy system. This will provide significant efficiencies to operations. Council commenced internal engagement and consultation to define and draft the new Information and Communication Technology Strategy for 2020-2023 focusing on technology and digitisation as key focus areas. The roll-out of Council's strategic fibre optic network is underway with procurement and design now complete.
Improve Redland City Council asset management.	8.2.1	Organisational Services	On Track	Asset and service management planning has been completed. This resulted in a significant improvement in recognising and managing the risks associated with Council assets, developing improved 10-year capital and operational plans to inform Council's long term financial plan. Whole of Council training was completed in geographic information systems and Council's internal Red-E-Map portal. Council continued to define asset accountability and responsibilities to build on Council's Asset Management capability.
Develop and implement a new corporate plan.	8.3.1	People, Culture and Organisational Performance	On Track	Council engaged with the community on the draft Our Future Redlands – A Corporate Plan to 2026 and Beyond. Feedback was received from 653 participants through the online Your Say survey, 10 facilitated stakeholder workshops and manual submissions and emails. All feedback was reviewed and analysed to inform changes to the draft plan. At the General Meeting on 16 December 2020, Council adopted the Our Future Redlands – A Corporate Plan to 2026 and Beyond to commence on 1 July 2021.
Improve strategic alignment and delivery.	8.3.2	People, Culture and Organisational Performance	On Track	Council's new corporate plan included Council's services identified in our Corporate Service Portfolio to support improved alignment between our long term vision and goals and the services we deliver. Development of a new corporate performance reporting system continued which will support improved alignment for performance analysis and evaluation.
Improve alignment between individual and Redland City Council performance.	8.3.3	People, Culture and Organisational Performance	On Track	Performance goals and development plans are continuing with guides and messaging to remind and support participation in place.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Deliver the Procurement Transformation Program.	8.3.4	Organisational Services	On Track	The Procurement Transformation Program is on schedule with key activities undertaken during quarter two including the publication of a supplier newsletter, the expansion of local benefit evaluation criteria, increasing contract manager performance reporting, development of procure safety training package, testing of an online cloud-based Procurement Portal and recruitment of a procurement category specialist.
Prioritise, define and manage Redland City Council's portfolio of projects.	8.3.5	Organisational Services	On Track	The 2020-2021 financial year capital portfolio is being delivered in accordance with program and project plans. The impact of recent wet weather and stimulus funding on delivery was evaluated and adjustments made through approved processes (Exception Reporting and Budget Review). Portfolio management was facilitated through the P3 Portal and Portfolio, Program and Project governance forums. Development began on the 2021-2022, 2022-2023 and 2023-2024 financial year capital portfolios in consultation with the Capital Investment Working Group.
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	Further diversity and inclusion objectives have been promoted in the draft People Strategy 2021-2026. The change portfolio is continuing with no new change projects added during the quarter.
Support and enable improvement and innovation.	8.4.2	People, Culture and Organisational Performance	On Track	Council finalised and communicated an organisational approach to managing benefits. A program of 134 business improvement initiatives from light touch service review workshops was launched, designed to deliver value, benefits and maximise community outcomes. Early benefits have enabled further improvement initiatives in the space of pest management and asset management. A business improvement workshop with 13 participants was facilitated to improve customer experience and outcomes relating to tree management. Eight officers participated in training to develop innovation capability.
Conduct community engagement on a diverse range of issues.	8.5.1	Organisational Services	On Track	Council engaged the community on key strategic projects including Corporate Plan, Southern Thomlands Investigative Planning Area and Commercial Use of Open Space (State Land), as well as numerous smaller community engagement projects related to park upgrades, local law amendments and parking trials. Council used a range of engagement tools including its Your Say Redlands Coast website, surveys, social media, phone, email and mail.