



Operational Plan 2010 – 2011

The *Operational Plan 2010-11* is an important element in Council’s strategic planning. It is the document that links our long term strategic direction, set out in the *Corporate Plan 2010-2015* and other strategic documents, to the work that we plan to deliver each year which is funded through the budget.



As well as helping to align the organisation’s operations for the next twelve months with the *Corporate Plan 2010-2015*, this *Operational Plan* reflects the requirements of the *Local Government Act 1993*. The terminology of the current *Corporate Plan* and the requirements of the *Local Government Act 1993* have been aligned as follows:

Outcome	Outcomes such as ‘Healthy Natural Environment’ and ‘Green Living’ are stated in both the <i>Redlands 2030 Community Plan</i> and the <i>Corporate Plan 2010-2015</i> and explain what we want to achieve in the long term.
Corporate Plan Strategy	The <i>Corporate Plan 2010-2015</i> sets out what Council will do in the next five years to contribute to the achievement of the outcomes which are included in <i>Redlands 2030 Community Plan</i> .
Activity	A program of linked activities which contribute to the achievement of the <i>Corporate Plan</i> strategies.
Outputs	Identified results which will be achieved by a particular program of activity.
Performance Measure	Performance against a particular output will be measured by tracking delivery of particular projects. Delivery against these projects will be reported quarterly as required by the <i>Local Government Act 1993</i> .



The *2010-2011 Operational Plan* highlights to Council and the community the key initiatives that Council will pursue in the 2010-2011 towards achievement of the long term objectives and outcomes stated in the *Corporate* and *Community Plans*.

1. Healthy natural environment

Outcome A diverse and healthy natural environment, with an abundance of native flora and fauna and rich ecosystems will thrive through our awareness, commitment and action in caring for the environment.

- Community priorities**
- Maintaining unique biodiversity
 - Protecting, restoring and enhancing the environment
 - People supporting the environment

Strategies

We will:

- 1.1 Increase biodiversity by taking informed action to protect, enhance and manage our local ecosystems
- 1.2 Stop the decline in population of the koala and other species at risk through advocacy, protecting and restoring vital habitat and increasing community engagement and action
- 1.3 Protect our natural environment by restoring degraded landscapes contaminated land and managing fire, pests and other hazards
- 1.4 Improve residents' understanding, respect and enjoyment of the local environment through stewardship and partnerships
- 1.5 Co-ordinate effective management of the conservation estate on all (private and public) lands in Redlands, through a combination of incentives and various tenure and management arrangements to restore, maintain and plant new habitat
- 1.6 Address the decline in the health of Redlands waterways and improve water quality, aquatic populations and their biodiversity

Output	Performance Measures	Budget	Lead Group
1A Extension through education, awareness and community involvement			
A growing range of generations are engaged in environmental awareness and stewardship activities (Your Back Garden Program, Koala Conservation Agreement Program, Land for Wildlife Rural Support)	1. Develop environmental education policy and strategy	\$15,000	Environmental Management
	2. Commence development of wildlife friendly backyard area to show how changes in garden design can attract and protect wildlife in residents' backyards	Within existing operational budget	Operations and Maintenance
1B Supporting biodiversity			
Research and data collection supports better understanding of biodiversity in the Redlands	3. Create species specific corridor mapping for the Redlands to identify current and future corridor requirements through the city (complete mapping for sugar glider, bandicoot, pardalote and koala)	Within existing operational budget	Environmental Management
1C Supporting waterway recovery			
Research and management action improves native fish populations in local creeks	4. Trial methods for replenishing depleting native fish populations in Tingalpa and Hilliard's Creeks	\$40,000	Environmental Management
Private land holders reduce nutrient sediment reaching creeks by increased uptake and coverage of extension programs per capita across the city including pilot programs and marketing campaigns	5. Develop and deliver 'nutrient busters' education and awareness campaign	\$75,900	Environmental Management
Regional monitoring and research partnership	6. Participate in Healthy Waterways Partnership	\$134,637	Environmental Management
Health of Redlands waterways is monitored	7. Extend nutrient hotspot monitoring to SMBI and mainland lakes and dams	\$135,300	Environmental Management

Output	Performance Measures	Budget	Lead Group
1D Supporting koala recovery			
Koala population is stabilised by increasing habitat, decreasing dog attacks, decreasing road kill	8. Undertake urban koala count for Thorneside, Cleveland, Ormiston and North Stradbroke Island	\$15,000	Environmental Management
	9. Increase the volume of koala habitat trees planted throughout the city and provide regular updates on volume of trees planted	\$220,600	Operations and Maintenance
Effective advocacy leads the intergovernmental and community response to the recovery of the koala	10. Create and strengthen the use of the koala central web site that will provide opportunity for government and community groups to have discussions on the management of koalas in local, state, national and international level	Within existing operational budget	Environmental Management
1E Protecting the environment			
Environmental protection measures restore contaminated land and manage nuisance through a range of proactive and compliance measures to meet legislative commitments, including remediation, pest management and bushfire management	11. Develop pest management plan 2010	\$20,000	Environmental Management
	12. Commence works for Judy Holt Park Eastern Batter Closed Landfill Remediation Plan	\$900,000	Environmental Management / Infrastructure Planning
	13. Complete John Fredericks Park risk reduction remediation on works	\$630,000	Environmental Management / Infrastructure Planning
The city's conservation estate is expanded and effectively managed	14. Use Geographic Information System (GIS) to collect and analyse Council's conservation estate data	\$15,000	Environmental Management
	15. Complete a thorough review of Council's land holding incorporating recommendations for future land acquisitions and dealings	Within existing operational budget	Environmental Management
Promote increased environmental awareness within the community and industry by encouraging and actively contributing to greater tree protection, retention and planting throughout the city	16. Create a dedicated arboreal service within the Sustainable Assessment Group	\$80,000	Sustainable Assessment
	17. Increase tree planting in bushland and urban areas (including public and private property and streetscapes)	\$180,000	Operations and Maintenance

2. Green living

Outcome Our green living choices will improve our quality of life and our children’s lives, through our sustainable and energy efficient use of resources, transport and infrastructure, and our well informed responses to risks such as climate change.

- Community priorities**
- Making green choices the norm
 - Managing our resources sustainably

Strategies

We will:

- 2.1 Achieve sustainability through strong leadership and innovation, and by effective planning and managing our services, assets and resources
- 2.2 Promote, support and encourage commitment to green living in our community by improving residents’ understanding of climate change and achieving greater water, energy and waste conservation and efficiency
- 2.3 Promote a ‘go local’ attitude towards working, socialising, shopping, playing and supporting local production of food
- 2.4 Provide and maintain safe and attractive routes for people to walk and cycle throughout the city and to connect to nearby regional centres
- 2.5 Achieve greater use of public transport by advocating for improved access to innovative and high quality services
- 2.6 Conserve energy and water, improve efficiency and reduce greenhouse gas emissions resulting from Council’s energy consumption
- 2.7 Keep Redlands clean and green through programs that increase community participation in practical and positive local action to build a sense of ownership and an increasing pride in our city
- 2.8 Implement Council’s waste management strategy by applying best practice principles in pricing, public awareness, resource management, recycling and recovery
- 2.9 Protect our community and the natural environment by managing environmental harm and nuisance caused by industry, business, development from past and present activities

Output	Performance Measures	Budget	Lead Group
2A Waste planning			
Council's Waste Management Strategy is effectively implemented	18. Develop Giles Road landfill master plan	\$35,000	Infrastructure Planning
	19. Birkdale Landfill Closure End Use Strategy	\$145,000	Infrastructure Planning
	20. Trial an incentives program to encourage the downsizing of householder waste wheelie bins	\$300,000	Infrastructure Planning
	21. Undertake green waste mulching trials on Southern Moreton Bay Islands	\$25,000	Infrastructure Planning
	22. Develop a 10 year public place recycling infrastructure implementation plan	Within existing operational budget	Infrastructure Planning
	23. Produce a guide on how to recycle construction and demolition waste and engage developers ahead of new conditions under the development assessment process	Within existing operational budget	Infrastructure Planning
2B Promoting 'Go Local'			
Local organisations are supported in growing, or supporting access to locally grown food	24. Develop community gardens policy	Within existing operational budget	Community & Social Planning
	25. Deliver Community Assistance Grants Program	Community Grants Program	Customer & Community Services
	26. Negotiate 'Permits to Occupy' for potential community gardens	Within existing operational budget	Corporate Acquisitions, Fleet and Facilities Services
2C Promoting community safety			
Public places, paths and bikeways are planned, designed and managed to prevent crime	27. Deliver CPTED (crime prevention through environmental design) training session for planning, assessment, operations and maintenance officers	\$4,000	Customer & Community Services

Output	Performance Measures	Budget	Lead Group
2D Leading by example			
Council trials, implements and reports on internal programs and projects that lead the way in green living including internal greenhouse gas emission reduction, internal water use and internal waste reduction	28. Reduce electricity consumption by 5% in Council occupied buildings	Within existing operational budget	Corporate Acquisitions Fleet and Facilities
	29. Ensure Council buildings operating under Water Efficiency Management Plans (WEMP's) deliver the required efficiencies (statutory annual reporting in place)	Within existing operational budget	Corporate Acquisitions Fleet and Facilities
	30. Complete a baseline workplace recycling assessment to identify continuous improvements and improve performance over time	Within existing operational budget	Corporate Acquisitions Fleet and Facilities / Infrastructure Planning
Corporate green building policy and guidelines in place	31. Development of corporate green building policy and guidelines	Within existing operational budget	Environmental Management
Develop the community's understanding of and capacity for green living	32. Undertake the business plan for the Runnymede Project incorporating landscape planning to inform future capital works	\$50,000	Environmental Management

3. Embracing the bay

Outcome The benefits of the unique ecosystems, visual beauty, spiritual nourishment and coastal lifestyle provided by the islands, beaches, foreshores and water catchments of Moreton Bay will be valued, protected and celebrated.

- Community priorities**
- Protecting the bay
 - Making the bay accessible
 - Living sustainably on the islands

Strategies

We will:

- 3.1 Address the social, cultural and economic needs of island communities by partnering with residents and other tiers of government to deliver infrastructure, facilities and services
- 3.2 Better manage our foreshores through coordinated planning with a special focus on resilience to the impacts of flooding and storm tides
- 3.3 Ensure the ongoing health of the bay by managing creeks, wetlands and stormwater and by protecting natural areas surrounding the bay
- 3.4 Promote enjoyment of the bay by improving access for environmentally sensitive recreation activities, education, economic opportunities and ecotourism
- 3.5 Build partnerships with marine research, education institutions and the private sector to develop future research projects and education programs that will improve the health of the bay
- 3.6 Support management of the marine park and advocate for a new national park covering a substantial area of North Stradbroke Island

Output	Performance Measures	Budget	Lead Group
3A Improving access to the bay			
Access to marine facilities is improved	33. Undertake marine facilities Disability Discrimination Act (DDA) Compliance Access Study	\$93,000	Infrastructure Planning
	34. Complete planning, design and construction for the upgrade of the Lamb Island barge ramp	\$88,325	Infrastructure Planning / Project Delivery
	35. Complete planning, design and construction of the William Street boat ramp	Subject to state government funding	Infrastructure Planning / Project Delivery
	36. Complete planning, design and construction Weinam Creek car park upgrade	\$2,500,000	Infrastructure Planning / Project Delivery
	37. Complete planning and design of Macleay Island boat ramp and car park	Budget carried forward from 2009/2010 budget	Infrastructure Planning
	38. Complete planning and design for Ferry Road boat ramp facilities	\$20,000	Infrastructure Planning
Access to the bay is enhanced for environmentally sensitive recreational activities	39. Secure federal government funding for the North Stradbroke Island gorge walk incorporating appropriate safety elements	Subject to federal government grant approval	Environmental Management
	40. Complete master plan for Coochiemudlo Island beach front from Flinders Lookout to Flinders Landing	Within existing operational budget	Environmental Management
3B Supporting island living			
Council responds to the needs of disadvantaged residents on SMBI through the SMBI Place Project	41. Assist SMBI Forum with planning tools to advocate across government, business and the community for responses to high priority needs	Within existing operational budget	Community & Social Planning
Innovative models are developed and implemented which support on-island and outreach service delivery and other initiatives	42. Complete phase two Kennedy's Farm, Russell Island site establishment and facility tenancy	Within existing operational budget	Community & Social Planning
	43. Upgrade Point Lookout Community Hall and complete business plan	Within existing operational budget	Community & Social Planning
Facilities and programs develop creativity, innovation, skills and knowledge for individuals, groups and enterprises	44. Finalise Bay Views Development Plan with SMBI community to build on success of the Bay Views / 'Floating Pictures' creative arts program	Within existing operational budget	Customer & Community Services

Output	Performance Measures	Budget	Lead Group
Planning for the future of the SMBI delivers a community supported, sustainable plan	45. Complete the revision of SMBI Planning and Land Use Strategy	\$80,000	Land Use Planning
Community and stakeholder engagement provides input into strategic planning for the SMBI	46. Convene meetings of Southern Moreton Bay Islands Community Advisory Committee (SMBICAC) up to current commitments, convene the state working group and ensure that community engagements are completed in accordance with Council policy and guidelines	Within existing operational budget	Land Use Planning
3C Planning our waterways			
Total Water Cycle Management (TWCM) planning is carried out	47. Complete Eprapah Creek TWCM Plan	\$180,000	Infrastructure Planning
	48. Undertake Thornlands TWCM Plan	\$70,000	Infrastructure Planning
	49. Complete Water Sensitive Urban Design (WSUD) Program (asset identification, capture and design guidelines project for urban stormwater)	\$180,000	Infrastructure Planning
3D Preserving and managing the bay			
Environmentally sensitive and iconic parts of the bay and island environment are preserved for future generations	50. Work cooperatively with all stakeholders to further the prospect of a national park on North Stradbroke Island by continuing native title negotiations and through further advocacy efforts with the state government and mining industry with respect to mining leases	Within existing operational budget	Environmental Management

4. Quandamooka country

Outcome The rich Aboriginal heritage of the Redlands (Quandamooka) and the Traditional Owners' ongoing custodianship of Quandamooka land and waters will be widely understood and respected, and we will work together for the future of Quandamooka Country

- Community priorities**
- Supporting Aboriginal custodians
 - Strengthening reconciliation through partnership
 - Sharing and educating

Strategies

We will:

- 4.1 Improve community understanding and promote respect for the Quandamooka peoples' relationship with the land and waters of Redlands
- 4.2 Negotiate Council's rights and interests with respect to native title land with the Traditional Owners of the land through an Indigenous Land Use Agreement
- 4.3 Strengthen partnerships in natural and cultural resource management with local Aboriginal organisations, in particular management of the North Stradbroke Island holiday parks
- 4.4 Advocate for the application of Indigenous landscape values in state planning in line with DRO7 the SEQ Regional Plan and work with the local Aboriginal community to protect sites and landscapes of significance to their heritage and wellbeing
- 4.5 Work with local Traditional Owners and Elders and apply creative and educational techniques to improve employees', residents' and visitors' understanding of the heritage, achievements and aspirations of local Aboriginal people
- 4.6 Build on Council's partnership with local Aboriginal organisations to strengthen shared planning, service delivery, advocacy and decision-making, using the Quandamooka Aboriginal Community Plan to guide our management of assets and services
- 4.7 Support the Quandamooka Forum in its negotiations with Queensland and Commonwealth Government
- 4.8 Acknowledge the living culture of local Aboriginal people by formally recognising Traditional Owners in Council ceremonies by observing cultural protocols, promoting traditional knowledge and increasing the profile of Aboriginal heritage through signage, cultural, tourism and community events
- 4.9 Work with Traditional Owners of North Stradbroke Island / Minjerriba to establish an Indigenous-focussed knowledge centre in Dunwich to encourage local cultural and economic development opportunities and educate the wider community

Output	Performance Measures	Budget	Lead Group
4A Developing indigenous partnerships			
Indigenous land use agreement is developed with Traditional Owners of North Stradbroke Island in line with obligations under the Native Title Act, Aboriginal Cultural Heritage Act, community interests and RCC Indigenous Community Policy	51. Manage current mediation and court action related to the negotiation of an Indigenous land use agreement with Quandamooka Native Title	Within existing operational budget	Legal Services
	52. Work with Traditional Owners to achieve a shared commitment to improve natural and cultural resource management on North Stradbroke Island, through the negotiation of an Indigenous land use agreement	Within existing operational budget	Community & Social Planning and Environmental Management
The living culture of the Traditional Owners, Elders and other Indigenous residents of the Redlands, the people of Quandamooka is acknowledged and supported	53. Complete a proposal for the Minjerriba Knowledge Centre (MKC), consistent with the directions recommended in the MKC feasibility study	\$30,000	Community & Social Planning
Minjerriba camping is developed to improve management of foreshore camping grounds and support related Indigenous community enterprise on North Stradbroke Island	54. Negotiate with 'Minjerriba Camping' community management group regarding potential North Stradbroke Island camp ground lease	Within existing operational budget	Customer & Community Services
Indigenous Action Plan is delivered to improve planning, service delivery and advocacy to other levels of government in line with Quandamooka Community Plan	55. Examine the Quandamooka Plan to establish actions that are solely the responsibility of Council and identify those that are consistent with Council's current plans for immediate action	Within existing operational budget	Community & Social Planning
Cultural issues, protocols and practices are understood by Council for improved service delivery to Indigenous residents and visitors	56. Develop and trial a customised cultural awareness program in collaboration with local Traditional Owners and Elders	Within existing operational budget	People & Change
	57. Carry out a heritage study of foreshores on Southern Moreton Bay Islands to identify sites of significance on Council land to ensure appropriate management	\$50,000	Environmental Management

5. Wise planning and design

Outcome We will carefully manage population pressures and use land sustainably while advocating and taking steps to determine limits of growth and carrying capacity on a local and national basis, recognising environmental sensitivities and the distinctive character, heritage and atmosphere of local communities. A well-planned network of urban, rural and bushland areas and responsive infrastructure and transport systems will support strong, healthy communities.

- Community priorities**
- Strengthening physical character and heritage
 - Planning for a liveable city
 - Prioritising public infrastructure
 - Maximising green spaces

Strategies

We will:

- 5.1 Prepare and put in place a new planning scheme for the Redlands that reflects the aspirations and expectations outlined in the Community Plan and Corporate Plans, state interests, recognised in the SEQ Regional Plan and the legal obligations of the Sustainable Planning Act
- 5.2 Manage population growth in a compact settlement pattern, having defined the sustainable carrying capacity of the city and limits to population growth
- 5.3 Advocate strongly to all levels of government about the impacts of an increased population on the city and the region's liveability and natural systems
- 5.4 Review Council's and the community's climate change preparedness, ensuring all risks are understood and plans are activated to deal with expected outcomes
- 5.5 Plan and develop a network of accessible centres that provide a wide range of retail, commercial and community services along with local employment opportunities
- 5.6 Manage the built environment in a way that creates accessible and user friendly spaces and maintains our local character and identity, ensuring all new developments use high quality design that reflects our sub-tropical climate, promotes health, community harmony and wellbeing
- 5.7 Support a sustainable future for rural areas by developing and implementing a rural strategy that recognises the city's heritage, economic, environmental and scenic values and promotes sustainable rural industries and activities
- 5.8 Plan and advocate to connect the city's communities with improved public transport including a road, ferry, cycling and walking network that provides safe and efficient movement within the city and the region and supports physical activity; and promote efficient and environmentally responsible private transport
- 5.9 Promote housing diversity, choice and affordability to address the city's current and future needs, incorporating medium density housing within and around the city's centres and transport nodes
- 5.10 Maintain the quality and liveability of residential areas and protect natural resources
- 5.11 Provide for 'place making' throughout the city through creative and inclusive master planning, local area planning, public art and heritage planning and precinct character planning processes to manage development at a local level
- 5.12 Plan, provide and advocate for essential physical and social infrastructure that supports community well-being and manage Council's existing infrastructure assets to ensure current service standards are maintained or improved

5.13 Enhance the city's liveability and enable people to enjoy outdoor activities, social gatherings and community events through planning, providing and managing high quality parks and open spaces

Output	Performance Measures	Budget	Lead Group
5A Planning for integrated transport			
Plans in place for improved public and private transport within Redlands	58. Complete review of 2002 SMBI Integrated Local Transport Plan (ILTP)	\$50,000	Infrastructure Planning
	59. Complete review of Redland Transport 2016 Plan	\$100,000	Infrastructure Planning
	60. Review Redlands Pedestrian and Cycle Strategy	\$20,000	Infrastructure Planning
5B Responding to climate change			
Plans are in place for managing the impact of climate change and storm surge on foreshore infrastructure	61. Undertake coastal processes study for the mainland and Bay Islands	\$150,000	Infrastructure Planning
Effective plans are in place to deal with climate change	62. Adopt 'Confronting our Future Climate' as Council's climate change strategy and complete implementation planning	Within existing operational budget	Environmental Management
	63. Implement Climate Change Strategy and incorporate into planning instruments	Within existing operational budget	Infrastructure Planning
5C Managing community assets			
Asset Management Plans for community assets are regularly reviewed and form part of Council's planning for the future	64. Complete a review of the core Asset Management Plans for roads, drainage, marine and infrastructure	Within existing operational budget	Infrastructure Planning
	65. Complete a review of core Asset Management Plans for community assets (community halls, cemeteries, caravan parks) in accordance with endorsed Enterprise Asset Management Project Plan Milestones	Within existing operational budget	Customer & Community Services
Residents' participation in community life is supported through effective long-term asset planning, design and management of amenities	66. Undertake a strategic review of Council amenities and develop draft amenities policy	\$100,000	Community & Social Planning
	67. Improve parks by reducing the extent of tall grass weeds and increase the mowing schedule for selected parks from 9 to 18 mows per year	Within existing operational budget	Operations and Maintenance
	68. Develop local park concepts for Mount Cotton, Redland Bay and Victoria Point	Within existing operational budget	Environmental Management
	69. Complete detailed master planning for Jock Kennedy Park (Russell Island) and make significant progress on South Sea Terrace Park (Macleay Island) master plan	Within existing operational budget	Environmental Management

Output	Performance Measures	Budget	Lead Group
	70. Complete master plan for district parkland along Weinam Creek	Within existing operational budget	Environmental Management
5D Planning for a sustainable future			
Effective planning for a sustainable Redlands is achieved through establishing a settlement pattern based on the capacity of the city's natural and human systems	71. Define the sustainable capacity of the city through completion of the Sustainable Redlands Project	\$98,900	Land Use Planning
Planning tools are agreed to reflect the Sustainable City Framework and deliver on the defined strategic direction	72. Prepare the strategic framework as initial commencement of the planning scheme review and finalisation of defined planning strategies to form the basis for commencement of the planning scheme review	\$66,500	Land Use Planning
Integrated planning of land uses with transport and infrastructure provision and environmental values protection	73. Undertake continuous review and amendment of the Redlands Planning Scheme to reflect the policy position of Council in line with the requirements of Sustainable Planning Act and Regulations	\$76,750	Land Use Planning
Proactive advocacy of Council's policy position in a sustainable future for the city to other levels of government	74. Participate in national and regional population growth management policy development	Within existing operational budget	Land Use Planning
Ensure land use planning and infrastructure planning are appropriately coordinated to ensure the adequate provision of infrastructure in the most effective way	75. Progress the priority infrastructure plan for transport, drainage, parks and community facilities, water and sewerage to Council adoption ensuring appropriate state government and community consultation	Within existing operational budget	Infrastructure Planning

Output	Performance Measures	Budget	Lead Group
5E Building liveable local communities			
Liveable communities embrace design principles of sustainability, subtropical urban design and connectivity	76. Structure plan and planning scheme amendment prepared for the Kinross Road area	\$42,000	Land Use Planning
	77. Prepare local area neighbourhood or precinct plans in consultation with local communities for Dunwich, Amity Point Ormiston and Victoria Point (Bunker Road Emerging Urban Community Scheme)	\$188,250	Land Use Planning
	78. Complete SMBI industrial /enterprise land review and precinct plans	\$57,550	Land Use Planning
Planning supports the city's activity centres as attractive, vibrant, prosperous places for business and a focus for investment in future employment growth	79. Establish a clear vision for the future of Cleveland and Capalaba, complemented by a master plan that provides a set of guiding principles and implementation strategy	\$100,000	Land Use Planning
5F Promoting city character and built form			
City character and built form delivers high quality urban design and liveability outcomes	80. Prepare residential design guidelines for: <ul style="list-style-type: none"> • South-East Thornlands emerging community area • medium density housing • sub-tropical design principles (Forms part of RPS Review)	\$50,000	Land Use Planning
	81. Review the local Heritage Place Register / Schedule within the Redlands Planning Scheme	\$15,000	Land Use Planning
	82. Complete Scenic and Visual Amenity Study and Strategy (Forms part of Planning Scheme Review)	\$57,500	Land Use Planning
Housing diversity and choice is addressed and future needs for affordability and adaptability are met	83. Prepare a Redlands housing strategy (Forms part of Planning Scheme Review)	\$85,000	Land Use Planning

Output	Performance Measures	Budget	Lead Group
Future sustainable management of the city's rural non-urban areas, establishing a strong robust rural based economy that respects and protects the landscape, environmental and social values of these areas	84. Prepare a rural futures strategy for the city that recognises and builds on the regional level rural futures strategy (Forms part of the Planning Scheme Review)	\$73,750	Land Use Planning

6. Supportive and vibrant economy

Outcome Businesses will thrive and jobs will grow from opportunities generated by low impact industries, cultural and outdoor lifestyle activities, eco-tourism and quality educational experiences.

- Community priorities**
- Promoting a self-sufficient economy
 - Growing local jobs
 - Developing skills
 - Strengthening the tourism industry

Strategies

We will:

- 6.1 Bolster the local economy and local employment by providing business support to local companies, promoting social enterprise and providing opportunities for creativity, diversity and entrepreneurial activity
- 6.2 Market the distinctive image of the Redlands by encouraging low impact businesses that are knowledge-based and creative to establish in the city
- 6.3 Promote significant redevelopment of Cleveland and Capalaba as principal regional activity centres delivering mixed-use centres that provide opportunities for economic investment and local employment
- 6.4 Bring new business to the Redlands by promoting the city as a sustainable business locale, promoting Redland's advantages and advocating for the relocation of a major state government department
- 6.5 Develop partnerships with TAFE and other education providers to promote more tertiary education courses in the Redlands and training that supports local business needs
- 6.6 Promote Redlands as a high quality tourism destination and encourage the development of sustainable nature-based, heritage and eco-tourism

Output	Performance Measures	Budget	Lead Group
6A Creating a clear direction for Economic Development			
Council has a clear strategic direction for economic development	85. Review Council's Economic Development Strategy	Within existing operational budget	Economic Development
6B Developing tourism			
Redlands is effectively promoted as a tourism destination	86. Complete a tourism research project to identify effective marketing strategies for tourism in the Redlands	\$30,000	Economic Development
	87. Implement initiatives from Tourism Strategic Plan	Within existing operational budget	Economic Development
The local tourism industry is developed	88. Support tourism industry through expansion of tourism awards and attendance at industry meetings	\$10,000	Economic Development
Tourism product is developed	89. Support and co-ordinate industry workshops with Tourism Queensland and Brisbane Marketing	Within existing operational budget	Economic Development
6C Supporting local businesses			
Local businesses are supported	90. Provide confidential 'business grow' mentoring service and business workshops to support local businesses	\$129,500	Economic Development
6D Attracting businesses			
Redlands is promoted internationally, particularly through our China office	91. Promote Redlands through international trade shows to increase awareness and networking opportunities for local businesses	\$63,000	Economic Development
	92. Encourage export by delivering export workshop and networking opportunities for local businesses	Within existing operational budget	Economic Development
	93. Promote investment attraction and visitation within China and Korea, in particular growing relationships with Qinhuangdao in China and Yongin in Korea	Within existing operational budget	Economic Development
	94. Promote Redlands as a suitable location for film	Within existing operational budget	Economic Development
6E Increasing education opportunities			
Partnerships increase access to tertiary education in the Redlands	95. Enter into partnerships with identified tertiary providers through completion of a Memorandum of Understanding (MOU)	Within existing operational budget	General Manager Planning & Policy, supported by Community & Social Planning

7. Strong and connected communities

Outcome	Our health, wellbeing and strong community spirit will be supported by a full range of services, programs, organisations and facilities, and our values of caring and respect will extend to people of all ages, cultures, abilities and needs
Community priorities	<ul style="list-style-type: none">• Building community spirit and belonging• Safeguarding community wellbeing• Building on local strengths

Strategies

We will:

- 7.1 Promote festivals, events and activities for people to come together, developing connections and networks to improve community spirit and enhance 'sense of place'
- 7.2 Provide access to quality services, facilities and information that meet the needs of all age groups and communities, especially disadvantaged and vulnerable people
- 7.3 Increase community safety, health and wellbeing by planning and delivering programs, services, partnerships, regulations and education
- 7.4 Increase the participation of people from all age groups and backgrounds in local heritage, the arts and cultural expression
- 7.5 Increase the physical activity participation of residents and deliver programs and incentives that strengthen opportunities for sport and recreation
- 7.6 Provide practical programs, support and guidance to the community sector in its delivery of highly valued support services and community projects
- 7.7 Increase children and young people's active participation in community life and support their social, cultural and physical development
- 7.8 Support "Ageing Well in the Redlands", to enable active participation in all aspects of community life
- 7.9 Actively participate in multi-agency forums to support the health and wellbeing of Indigenous residents of the Redlands and work with Aboriginal and Torres Strait Island communities in the Redlands to develop initiatives that respond to their aspirations
- 7.10 Minimise the impact of disasters by improving community preparedness and our capacity to respond effectively to support the community when disasters occur

Output	Performance Measures	Budget	Lead Group
7A Promoting culture and identity			
Expressions of local heritage in place management and community development are protected and promoted	96. Increase community engagement in heritage collections, sites and ideas through creative collaboration between RCC Local History Program museums, libraries and community organisations	Within existing operational budget	Customer & Community Services
	97. Continue to work with the North Stradbroke Island community to identify unknown grave sites within the Dunwich Cemetery	Within existing operational budget	Customer & Community Services
Community is supported through the provision of quality library facilities and services	98. Increase community involvement in a range of library programs and activities through implementation of the Redland City Library Service 10 Year Plan initiatives to develop libraries as community hubs	Within existing operational budget	Customer & Community Services
7B Creating Strong and inclusive communities			
Children and young people's engagement and participation in the community is increased	99. Run three youth activities to engage young people in the Redlands and to activate Council's skate parks	\$25,000	Customer & Community Services
	100. Build awareness of planning and design approaches for children by delivering presentations to Council on findings of Child Friendly Cities Project	Within existing operational budget	Community & Social Planning / Environmental Management
Access to services and programs improve the available levels of service through adapting existing Council facilities to meet future needs	101. Complete phase two of the Strategic Development Plan for community halls and embed priority actions from community halls review implementation plan in capital and operational schedules (i.e. upgrades, specification and delivery)	\$32,000	Community & Social Planning
Catalyst projects from the Redlands Social Infrastructure Strategy are delivered	102. Progress concept development for Redland Bay community well-being hub in partnership with government, community and business interests	\$20,000	Community & Social Planning

Output	Performance Measures	Budget	Lead Group
Communities are supported through community development and provision of spaces for community meetings, activities, programs and services to address social needs, safety and connectivity	103. Commence local social infrastructure initiatives in existing and emerging communities in the southern Redlands, SMBI and Mount Cotton	Within existing operational budget	Customer & Community Services
	104. Creation of a Community Development Officer South (CDO) position, to undertake community development in priority locations	Within existing operational budget	Customer & Community Services
	105. Support, facilitate and coordinate the ongoing and strengthened role of community networks in the Redlands	Within existing operational budget	Customer & Community Services
Disadvantage, caused by lack of access to services provided by other levels of government, is reduced through advocacy	106. Work with Department of Communities to inform the Department's Redlands Needs and Opportunities Mapping Project and highlight gaps and shortfalls in services and programs	Within existing operational budget	Community & Social Planning
Innovative service options support people to stay in their communities as they age	107. Support the Redlands Advisory Group on Senior's Issues (RAGOSI)	\$5,900	Customer & Community Services
	108. Provide quality respite, home assist and secure programs	\$2,066,768	Customer & Community Services
7C Encouraging active lifestyles			
Increased choice and access to sports and recreation opportunities	109. Complete site plans for five locations to create supportive and connected places for sport and physical activity across the city	\$97,000	Community & Social Planning
Enhanced city wide and local sport and recreation facilities	110. Complete netball and cricket strategies to increase access to existing facilities and plan for future needs	Within existing operational budget	Community & Social Planning
Enhanced opportunities for the community to be physically active within the city	111. Deliver the Active After School Communities (AASC) Program through RCC School Age Care Services	Within existing operational budget	Customer & Community Services
Diverse, strong and sustainable sport and recreation sector	112. Work with sport and recreation clubs to build and strengthen their organisations	Within existing operational budget	Customer & Community Services

Output	Performance Measures	Budget	Lead Group
7D Supporting safe, healthy and resilient communities			
Council works with the community to address community safety issues and concerns	113. Review existing and publish a new community safety policy and strategy	\$35,000	Community & Social Planning
Programs, partnerships and services protect the local community and safeguard health and wellbeing	114. Finalise Redlands Environmental Health Future Directions Study	Within existing operational budget	Community & Social Planning
Council and the community are well prepared for disasters and emergencies	115. Conduct three meetings of the Local Disaster Management Group, incorporating a desktop or functional simulation exercise, to ensure key community stakeholders and government agencies are aware of their roles and responsibilities and well prepared in the event of a disaster or emergency in the Redlands	Within existing operational budget	Customer & Community Services
	116. Plan for tsunami events by undertaking planning with other agencies to identify roles and responsibilities, develop effective tsunami warning systems and assist police with traffic management plan to enable movement of people from 'at risk' areas	Within existing operational budget	Customer & Community Services
Plans are in place for more active parks and places	117. Complete strategies and master plans to create supportive and connected places for physical activity	Within existing operational budget	Environmental Management

8. Inclusive and ethical governance

Outcome	Deep engagement, quality leadership at all levels, transparent and accountable democratic processes and a spirit of partnership between the community and Council will enrich residents' participation in local decision making to achieve the community's Redlands 2030 vision and goals
Community priorities	<ul style="list-style-type: none">• Engaging communities• Developing leadership• Demonstrating accountability

Strategies

We will:

- 8.1 Embed the visions and goals of the *Redlands 2030 Community Plan* into our planning, operations and culture and develop effective reporting and monitoring arrangements to show how we are progressing on implementation of the Community Plan and this *Corporate Plan*
- 8.2 Provide accessible information through different media to let residents know about local issues and how to get involved in programs and make a positive contribution to their community
- 8.3 Establish and maintain effective partnerships with local, regional and national organisations and governments to deliver the visions and goals of the community
- 8.4 Deliver broad, rich and deep engagement that reaches residents of all ages, backgrounds and locations, enabling them to contribute their views about plans and decisions affecting them and developing community leadership
- 8.5 Be transparent and consistent in the way we manage the organisation, its risks and obligations and ensure we are delivering against our priorities
- 8.6 Implement a comprehensive enterprise approach to risk management across the organisation
- 8.7 Ensure Council resource allocation is sustainable and delivers on Council and community priorities
- 8.8 Provide clear information to citizens about how rates, fees and charges are set and how Council intends to finance the delivery of the Community Plan and Corporate Plan

Output	Performance Measures	Budget	Lead Group
8A Engaging our community			
Council has capacity to plan and successfully deliver program based engagement	118. Complete review of Community Engagement Policy, Guidelines, Strategy and on-line tracker	Within existing operational budget	Marketing & Communications
	119. Develop and implement a plan for ongoing community education and engagement on Council's rating	Within existing operational budget	Financial Services
	120. Engage representative bodies and seek agreement for a more structured approach to communication and accountability in relation to special charges for canal estates	Within existing operational budget	Chief Executive Officer
	121. Deliver ongoing skills and process training, including training on the use of on-line tracker that increases the organisation's capacity for planning and incorporating successful community engagement into our business	Within existing operational budget	Marketing & Communications
Communications planning, coordination and execution are an integral part of Council's strategic management processes	122. Use media and marketing tools to develop and implement supportive communications plans for corporate initiatives, ensuring that appropriate programs and projects have their marketing needs forward planned	Within existing operational budget	Marketing & Communications
Council's on-line communications provide up to date information and encourage dialogue in accessible ways	123. Continually simplify ways of accessing online information by implementing the recommendations of the useability study improving internet search capability	Within existing operational budget	Marketing & Communications
	124. Improve the Redlands Pulse community engagement presence to encourage greater membership	Within existing operational budget	Marketing & Communications
8B Supporting effective governance			
Open and transparent governance arrangements and effective internal controls	125. Complete a corporate governance framework for Council	Within existing operational budget	Corporate Planning Performance & Risk
	126. Finalise the review of the corporate performance management framework and fully implement the framework	Within existing operational budget	Corporate Planning Performance & Risk
	127. Establish Redlands 2030 committee to monitor the progress with the implementation of the Community Plan	Within existing operational budget	Corporate Planning Performance & Risk

Output	Performance Measures	Budget	Lead Group
Effective arrangements are in place for management of risk	128. Finalise the review of the Enterprise Risk Management Framework and make significant progress implementing the framework	\$8,000	Corporate Planning Performance & Risk

9. An efficient and effective organisation

Council is well respected and seen as an excellent organisation which manages resources in an efficient and effective way

Strategies

Our People

We will:

- 9.1 Deliver excellent leadership throughout the organisation for the benefit of the community
- 9.2 Recruit and retain high quality staff and promote the organisation as an employer of choice
- 9.3 Actively promote diversity in the workforce and ensure flexibility is incorporated into work practices to support staff in achieving a healthy work-life balance
- 9.4 Provide a safe place for staff to work in and support the health and wellbeing of our people.

Our Finances

We will:

- 9.5 Ensure robust long term financial planning is in place to protect the financial sustainability of Council
- 9.6 Implement long term asset management planning that supports innovation and sustainability of service delivery, taking into account the community's aspirations and capacity to pay for desired service levels
- 9.7 Develop our procurement practices to increase value for money within an effective governance framework

Our Services

We will:

- 9.8 Work 'smarter' across departments, in multi-disciplinary teams to achieve continuous improvement and effective co-ordination
- 9.9 Manage security of and access to Council information
- 9.10 Use information management, mapping and communication technology to meet Council and community expectations
- 9.11 Develop and improve systems to support modern and flexible delivery of services

Output	Performance Measures	Budget	Lead Group
9A Becoming an employer of choice			
Effective leadership is supported through the identification of future leaders and the development of leadership skills throughout the organisation	129. Establish a framework for leadership development and commence roll out of the program across the organisation	\$15,000 (framework development) \$100,000 (program roll out)	People & Change
	130. Provide professional development opportunities within the organisation for women in local government and young professionals	Within existing operational budget	People & Change
Our staff are valued and have opportunities for personal and career development	131. Establish an employee innovation and achievement program for the organisation	Within existing operational budget	People & Change
	132. Review and enhance Council's learning and development program	Within existing operational budget	People & Change
	133. Complete an in depth employee satisfaction survey and develop a framework for ongoing regular surveys	\$20,000	People & Change
Redland City Council supports staff wellbeing and is a safe place to work	134. Complete revised Workplace Health and Safety Management Plan and commence roll out of plan	Within existing operational budget	People & Change
Organisational change is effectively managed	135. Develop a workplace planning framework to ensure future employment needs are fully understood and catered for	\$100,000	People & Change
9B Improving our services			
Council delivers excellent customer service	136. Complete feasibility study for customer contact centre	\$100,000	Customer & Community Services
	137. Implement electronic development assessment systems to deliver an end-to-end on-line solution for the lodgement, processing and assessment of development applications	\$100,000	Business & Performance
Council's business activities are prioritised to meet changing community expectations, statutory direction and fluctuating financial direction	138. Undertake the Core Business and Service Level Review	Within existing operational budget	Executive Leadership Group
	139. Establish commercial services units to provide enhanced opportunities from commercial activities	Within existing operational budget	Executive Leadership Group
All staff are able to contribute suggestions and ideas which result in improvements to Council services and processes	140. Establish a routine program of continuous improvement reform	Within existing operational budget	General Manager Governance

Output	Performance Measures	Budget	Lead Group
9C Finance and asset management planning			
Improved asset management services and sound risk based asset management planning practices are linked to the desired standards of service and meet core state government requirements	141. Undertake a review of all Infrastructure Asset Management Plans and develop new templates that reflect best practice and meet legislative requirements	Within existing operational budget	Financial Services
Ensure Council's continued capacity to deliver on community expectations and manage the organisation's sustainability through the responsible allocation of resources	142. Develop and commence implementation of a long term financial strategy for the organisation	Within existing operational budget	Financial Services