



Operational Plan 2011 – 2012

Our Operational Plan is an important part of Council’s strategic planning. It sets out the work we plan to do in the financial year, which contributes to the Corporate Plan 2010-2015. The Operational Plan is funded from the annual budget. The plan is structured around the outcomes and strategies in the Corporate Plan. This plan highlights to Council and the community the key initiatives that Council will deliver in the 2011-2012 financial year, towards achievement of the long term objectives and outcomes stated in the Corporate Plan and Redlands 2030 Community Plan.

Some projects in the Operational Plan also form part of Council’s Organisational Development Plan (ODP). Where an activity directly links to an ODP project, the project reference number is listed in the final column. The final column also highlights linked projects within the Operational Plan.



Under the *Local Government Act 2009*, Council must report progress against this plan at least quarterly. Reports will be presented to Council’s Corporate Services and Governance Committee each quarter giving the status of each activity and a comment about progress.

No	Activity	Lead group	Reference
1	Healthy natural environment - 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		
1.1	Increase biodiversity by taking informed action to protect, enhance and manage our local ecosystems		
1.1.1	Complete research and analysis for the Waterways Recovery Report	Environmental Management	
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		
1.2.1	Undertake urban koala count for North Stradbroke Island	Operations & Maintenance	
1.2.2	Increase the volume of koala habitat trees planted throughout the city and provide quarterly updates on number of trees planted	Operations & Maintenance	
1.3	Protect our natural environment by restoring degraded landscapes, contaminated land and managing fire, pests and other hazards		
1.3.1	Continue works for Judy Holt Park eastern batter closed landfill remediation plan	Project Delivery Group	
1.3.2	Inspect and audit closed landfills, including risk analysis	Infrastructure Planning (Waste Planning) / Commercial Services (Waste Operations)	
1.3.3	Commence rehabilitation of Redland Bay landfill	Commercial Services (Waste Operations)	
1.3.4	Complete remediation of Macleay Island closed landfill and transfer station	Project Delivery Group	
1.3.5	Determine the condition and contamination in Council-managed lakes and dams	Environmental Management	
1.4	Improve residents' understanding, respect and enjoyment of the local environment through stewardship and partnerships		
1.4.1	Implement the Environmental Education Policy and Strategy	Operations & Maintenance	
1.4.2	Continue to develop wildlife-friendly backyard areas to show how changes in garden design can attract and protect wildlife in residents' backyards	Operations & Maintenance	
1.4.3	Develop and deliver on-ground dam management advice to landholders	Environmental Management	
1.5	Coordinate 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		
1.5.1	Review Council's land holding, incorporating recommendations for future land acquisitions and dealings	Environmental Management	
1.5.2	Develop a habitat management and protection strategy	Environmental Management	
1.5.3	Develop the natural environment data system to feed into the next planning scheme through the environmental inventory (version five)	Environmental Management	
1.6	Address the decline in the health of Redlands waterways and improve water quality, aquatic populations and their biodiversity		
1.6.1	Participate in the Healthy Waterways network	Environmental Management	
2	Green living - 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		

No	Activity	Lead group	Reference
2.1	Achieve sustainability through strong leadership and innovation, and by effective planning and managing our services, assets and resources		
2.1.1	Develop a corporate contract and procurement plan that supports the Corporate Plan and the Community Plan	Decision Support	
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		
2.2.1	Implement the Climate Change and Energy Action Plan	Environmental Management	
2.3	Promote a 'go local' attitude towards working, socialising, shopping, playing and supporting local production of food		
2.3.1	Progress a corporate approach to 'go local'	Community & Social Planning	
2.3.2	Implement the Community Gardens Policy and Strategy by mapping potential sites for community gardens	Community & Social Planning	
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		
2.4.1	Deliver the paths and trails program	Infrastructure Planning	
2.4.2	Deliver cycleway trunk infrastructure program	Infrastructure Planning	
2.4.3	Deliver TravelSmart program (schools bicycle education)	Infrastructure Planning	
2.5	Achieve greater use of public transport by advocating for improved access to innovative and high quality services		
2.5.1	Develop Redland City Transport Planning Framework and prepare overarching strategic plan	Infrastructure Planning	
2.5.2	Deliver Disability Discrimination Act program	Infrastructure Planning	
2.5.3	Deliver North Stradbroke Island holiday bus program	Infrastructure Planning	
2.5.4	Deliver improvements to bus stop and station infrastructure	Infrastructure Planning	
2.6	Conserve energy and water, improve efficiency and reduce greenhouse gas emissions resulting from Council's energy consumption		
2.6.1	Reduce electricity consumption in Council occupied buildings	Corporate Acquisitions, Facilities & Fleet	
2.6.2	Ensure Council buildings operating under water efficiency management plans, deliver the required efficiencies	Corporate Acquisitions, Facilities & Fleet	
2.6.3	Finalise Corporate Green Building Policy and Guidelines	Environmental Management	
2.6.4	Complete a baseline workplace recycling assessment to identify continuous improvements and improve performance over time	Infrastructure Planning	
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		
2.8.1	Finalise terms of reference to investigate the upgrade of waste management infrastructure to support Council, state and regional waste management strategies	Infrastructure Planning (Waste Planning)	
2.8.2	Implement the 'Rethink your rubbish' campaign	Commercial Services (Waste Operations)	

No	Activity	Lead group	Reference
2.8.3	Complete the Russell Island organics trial and report on evaluation	Infrastructure Planning (Waste Planning)	
2.8.4	Adopt the 10 year public place recycling infrastructure implementation plan across all of the islands and the mainland	Infrastructure Planning (Waste Planning)	
2.8.5	Undertake an electronic waste recycling trial at Redland Bay and Birkdale transfer stations	Commercial Services (Waste Operations)	
2.8.6	Implement cardboard recycling at Russell Island and investigate for Macleay Island	Commercial Services (Waste Operations)	
2.8.7	Develop an organics management policy	Infrastructure Planning (Waste Planning)	
2.9	Protect our community and the natural environment by managing environmental harm and nuisance caused by industry, business and development from past and present activities		
2.9.1	Review Council's local laws and align to model local laws, ensuring consultation with key stakeholders, by considering if provisions are still necessary and inserting new provisions where appropriate	Corporate Planning, Performance & Risk	
2.9.2	Monitor and evaluate risks from environmentally relevant activities through Council's licensing system	Community Standards	
3.	Embracing the Bay - 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		
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		
3.1.1	Participate in the North Stradbroke Island multi-agency taskforce to consider the post-mining transition	Economic Development	
3.1.2	Provide community development, cultural, and sport and recreation support, and initiatives in SMBI	Customer & Community Services	
3.1.3	Promote Redlands Alive and Kicking program to island residents	Customer & Community Services	
3.1.4	Undertake Macleay Island master planning	Community & Social Planning	
3.1.5	Complete upgrade of Russell Island Community Hall	Project Delivery / Community & Social Planning	
3.1.6	Complete planning, design and construction of Weinam Creek car park upgrade	Project Delivery	
3.1.7	Complete planning and design of Macleay Island boat ramp and car park	Infrastructure Planning / Project Delivery	
3.1.8	Progress Russell Island sports park development through state and federal funding partnerships	Community and Social Planning	
3.1.9	Complete the review of SMBI Plus and the SMBI 2030 plan	Land Use Planning	
3.2	Better manage our foreshores through coordinated planning with a special focus on resilience to the impacts of flooding and storm tides		
3.2.1	Complete Storm Tide Hazard Study	Infrastructure Planning	
3.2.2	Prepare Shoreline Erosion Management Plan for Amity Point	Infrastructure Planning	
3.3	Ensure the ongoing health of the bay by managing creeks, wetlands and stormwater and by protecting natural areas surrounding the bay		

No	Activity	Lead group	Reference
3.3.1	Undertake an educational program for property owners for on-site care and maintenance of waste water systems and their disposal areas	Building and Plumbing Services	
3.4	Promote enjoyment of the bay by improving access for environmentally sensitive recreation activities, education, economic opportunities and ecotourism		
3.4.2	Complete planning, design and construction of the William Street boat ramp	Infrastructure Planning / Project Delivery	
3.4.3	Construct beach access stairs at Wilson Esplanade	Infrastructure Planning / Project Delivery	
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		
3.5.1	Explore potential for increased marine education on North Stradbroke Island as part of vision and transition planning	Community & Social Planning	
3.6	Support management of the marine park and advocate for a new national park covering a substantial area of North Stradbroke Island		
4	Quandamooka Country - 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		
4.1	Improve community understanding and promote respect for the Quandamooka peoples' relationship with the land and waters of Redlands		
4.1.1	Enhance Council's website to include additional information about Quandamooka Country	Marketing & Communications	
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		
4.2.1	Finalise and approve the Native Title consent determination and Indigenous Land Use Agreement (ILUA)	Legal Services	
4.2.2	Develop a coordinated approach across Council to deliver the ILUA commitments	Community & Social Planning	
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		
4.4.1	As part of the North Stradbroke Island land strategy, work with Traditional Owners to co-host a public forum on Indigenous landscape values	Land Use Planning	
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		
4.5.1	Promote Quandamooka stories on film project to increase public awareness and understanding	Community & Social Planning / Customer & Community Services	
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		
4.6.1	Provide support to the Quandamooka Forum to undertake a coordinated approach to partnership activities with Council and other levels of government	Community & Social Planning	

No	Activity	Lead group	Reference
4.6.2	Work with local stakeholders to deliver community development outcomes in line with the Quandamooka Plan	Customer & Community Services	
4.7	Support the Quandamooka Forum in its negotiations with Queensland and Commonwealth Government		
4.7.1	Support the Quandamooka Forum to review its governance arrangements to ensure that changes required in light of the ILUA are considered and addressed	Community & Social Planning	
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		
4.8.1	Managers of Council's cultural buildings (art gallery, libraries and Redlands Performing Arts Centre) explore visible ways to acknowledge the living culture of Quandamooka Country in Redlands as part of budget planning during 2011/12	Customer & Community Services	
4.9	Work with Traditional Owners of North Stradbroke Island / Minjerribah to establish an Indigenous-focused knowledge centre in Dunwich to encourage local cultural and economic development opportunities and educate the wider community		
4.9.1	Participate in a joint Council, state and Quandamooka steering committee to develop a project and investment plan for the Minjerribah Knowledge Centre	Community & Social Planning	
5	Wise planning and design - 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.		
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 <i>Sustainable Planning Act 2009</i>		
5.1.1	Commence new planning scheme compliant with the <i>Sustainable Planning Act 2009</i> by developing strategic framework (strategy plan) as informed by background studies and strategy reviews	Land Use Planning	
5.1.2	Advocate for improvements to the Queensland planning provisions	Land Use Planning	
5.2	Manage population growth in a compact settlement pattern, having defined the sustainable carrying capacity of the city and limits to population growth		
5.2.1	Finalise the Sustainable Redlands Study to inform the preparation of the new planning scheme	Land Use Planning	
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		
5.3.1	Participate in national, state and regional population growth policy developments including metropolitan planning initiatives and emerging requirements from federal government	Land Use Planning	
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		
5.4.1	Complete the mapping of storm surge levels under climate change scenarios to contribute to the Queensland Coastal Plan and to inform Council's emergency plans	Land Use Planning	Section 7.10 of this plan
5.4.2	Complete the coastal processes study for mainland and bay islands to feed into the foreshore protection program	Infrastructure Planning	
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		

No	Activity	Lead group	Reference
5.5.1	Implement the Redland City Centres and Employment Strategy and principal regional activity centre master plans. For example, through local area plans in new planning scheme ; place planning initiatives inclusive of marketing, branding, promotion of the centres and planning of identified catalyst sites	Land Use Planning	
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		
5.6.1	Finalise residential design guidelines, including sub-tropical design principles; for incorporation in the new planning scheme	Land Use Planning	
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		
5.7.1	Finalise and implement the Rural Futures Strategy	Land Use Planning	
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		
5.8.1	Finalise the Southern Moreton Bay Islands Integrated Local Transport Plan	Infrastructure Planning	
5.8.2	Finalise review of the Redlands Transport Plan including the Pedestrian and Cycle Strategy to inform the preparation of the new planning scheme and SMBI 2030	Infrastructure Planning	Item 2.5.1 of this plan
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		
5.9.1	Implement the Redlands Housing Strategy	Land Use Planning	
5.9.2	Deliver process reform for residential development applications, including a target of a five-day assessment period for low risk subdivision development applications, under the housing affordability fund (HAF) Target 5 Days project	Sustainable Assessment	
5.10	Maintain the quality and liveability of residential areas and protect natural resources		
5.10.1	Undertake continuous review of the city's planning scheme provisions by using increased understanding of residential liveability indicators and the Sustainable Redlands Study outcomes	Land Use Planning	
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		
5.11.1	Finalise the Kinross Road Structure Plan for the master-planned area declared under the <i>Sustainable Planning Act 2009</i>	Land Use Planning	
5.11.2	Commence North Stradbroke Island land use studies of the Native Title 'land bank' and local area plans for the three townships	Land Use Planning	
5.11.3	Prepare a framework of principles and priorities for heritage conservation in Redlands	Community & Social Planning	
5.11.4	Complete Southern Moreton Bay Islands community based signage project	Customer & Community Services	
5.12	Plan, provide and advocate for essential physical and social infrastructure that supports community wellbeing, and manage Council's existing infrastructure assets to ensure current service standards are maintained or improved		
5.12.1	Commence review of infrastructure asset management plans	Infrastructure Planning	

No	Activity	Lead group	Reference
5.12.2	Finalise the planning scheme amendment for the priority infrastructure plan	Land Use Planning / Infrastructure Planning	
5.12.3	Plan, provide and advocate for priority social infrastructure projects in accordance with the Social Infrastructure Strategy	Community & Social Planning	
5.12.4	Finalise capital works prioritisation review process	Decision Support	
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		
5.13.1	Review Southern Moreton Bay Islands parks acquisitions program	Environmental Management	
5.13.2	Develop Redland regional sport and recreation precinct business plan	Environmental Management	
5.13.3	Complete annual parks master planning program delivery	Environmental Management	
5.13.4	Complete open space plan review	Environmental Management	
5.13.5	Develop the new divisional infrastructure program to deliver minor infrastructure in each division	Environmental Management	
5.13.6	Implement the Seven C's Connection Strategy	Environmental Management	
5.13.7	Develop a viable proposal for the Runnymede site, consistent with the purpose of the land dedication	Environmental Management	
6	Supportive and vibrant economy - 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		
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		
6.1.1	Develop an economic development strategy for 2012-2016	Economic Development	
6.1.2	Support local businesses through business advice and mentoring (Business Grow)	Economic Development	
6.1.3	Deliver the Eco-man program to local high schools	Economic Development	
6.1.4	Undertake business development workshops in conjunction with partners including Metropolitan South Institute of TAFE (MSIT), state government Department of Employment, Economic Development and Innovation (DEEDI) and the Redland Chamber of Commerce	Economic Development	
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		
6.2.1	Market the region in accordance with Redlands Tourism Strategy and Economic Development Strategy	Economic Development	
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		
6.3.1	Implementing the non-statutory actions of the master plans for Cleveland and Capalaba. Statutory land use components and policy to be incorporated into new planning scheme as local planning provisions	Land Use Planning (co-ordination role)	
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		
6.4.1	Advocate for state government departments to relocate to Redlands	Economic Development	
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		

No	Activity	Lead group	Reference
6.5.1	Continue to work with Education Queensland, MSIT and other tertiary institutions to promote training in the Redlands and report on progress	Economic Development	
6.6	Promote Redlands as a high quality tourism destination and encourage the development of sustainable nature-based, heritage and eco-tourism		
6.6.1	Progress implementation of the Redlands Tourism Strategy	Economic Development	
6.6.2	Build support for an industry-led economic development and tourism advisory body	Economic Development	
6.6.3	Support tourism, retail and business achievement awards	Economic Development	
7	Strong and Connected Communities - 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		
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'		
7.1.1	Provide sponsorship program to support delivery of community based festivals and events	Marketing & Communications	
7.1.2	Develop and deliver the Redlands Sports Summit	Customer & Community Services	
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		
7.2.1	Coordinate and support four community networks to provide services to disadvantaged people and vulnerable groups	Customer & Community Services	
7.2.2	Complete community amenities review (toilet blocks)	Community & Social Planning	
7.2.3	Complete SMBI local social infrastructure strategy	Community & Social Planning	
7.2.4	Continue initiatives for adult literacy in libraries	Customer & Community Services	
7.2.5	Investigate new library programs to support people with disabilities	Customer & Community Services	
7.2.6	Implement the community halls review to increase community access and use	Customer & Community Services	
7.2.7	Provide traineeships to assist those members of the community who face challenges in finding employment, including school leavers, women returning to the workforces, long term unemployed, people with disabilities and Indigenous community members	People & Change	
7.3	Increase community safety, health and wellbeing by planning and delivering programs, services, partnerships, regulations and education		
7.3.1	Develop plans for health and wellbeing hub in southern Redlands	Community & Social Planning	
7.3.2	Complete revision of community safety strategy and implementation plan	Community & Social Planning / Customer & Community Services	
7.3.3	Conduct targeted education and awareness program for land management, including overgrown and unsightly properties	Community Standards	
7.3.4	Promote compliance to 'conditions of development' through an active compliance program	Community Standards	
7.3.5	Promote responsible pet ownership through community programs such as micro-chipping days and education strategies	Community Standards	
7.3.6	Deliver school based and community immunisation programs	Community Standards	
7.3.7	Monitor and evaluate public health risks from food premises through Council's licensing systems	Community Standards	

No	Activity	Lead group	Reference
7.3.8	Undertake a systematic inspection program for dog and cat registrations	Community Standards	
7.3.9	Finalise Redlands Environmental Health Policy	Community & Social Planning	
7.4	Increase the participation of people from all age groups and backgrounds in local heritage, the arts and cultural expression		
7.4.1	Present Redlands Performing Arts Centre annual programs	Customer & Community Services	
7.4.2	Partner with the Creative Alliance Network to progress the goals of Our City Our Culture	Customer & Community Services	
7.4.3	Present the Redland Art Gallery exhibition and workshop program	Customer & Community Services	
7.4.4	Continue to support museum organisations to develop strategic and business plans	Customer & Community Services	
7.5	Increase the physical activity participation of residents and deliver programs and incentives that strengthen opportunities for sport and recreation		
7.5.1	Develop implementation plans for Redlands Alive and Kicking and Sport Redlands	Community & Social Planning / Customer & Community Services	
7.5.2	Support community organisations to undertake indoor facilities studies	Customer & Community Services	
7.5.3	Finalise master plan programs for five sport recreation and community precincts	Community & Social Planning	
7.6	Provide practical programs, support and guidance to the community sector in its delivery of highly valued support services and community projects		
7.6.1	Provide community grants program to community organisations, with grants and sponsorship to assist Redlands communities	Customer & Community Services	
7.7	Increase children and young people's active participation in community life and support their social, cultural and physical development		
7.7.1	Coordinate youth week activities	Customer & Community Services	
7.7.2	Engage young people in programs that promote positive behavior and healthy activities in the Redlands	Customer & Community Services	
7.7.3	Coordinate information and education to children and young people through provision of the Young Citizens Program	Customer & Community Services	
7.7.4	Deliver quality school age care services to children and support development of school age care services by other providers	Customer & Community Services	
7.8	Support the Ageing Well in the Redlands Program, to enable active participation in all aspects of community life		
7.8.1	Present the seniors concert series at Redlands Performing Arts Centre	Customer & Community Services	
7.8.2	Continue to provide information to assist Seniors to live independently, focusing on southern Redlands, Southern Moreton Bay Islands and North Stradbroke Island	Customer & Community Services	
7.8.3	Provide quality respite services, and home assist secure programs	Customer & Community Services	
7.8.4	Continue to provide library services to aged care facilities and aged home bound clients	Customer & Community Services	
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		
7.9.1	Participate in North Stradbroke Island Indigenous environmental health forum	Community Standards	
7.9.2	Work with government and city partners to increase Indigenous access and human services	Community & Social Planning / Customer & Community Services	
7.10	Minimise the impact of disasters by improving community preparedness and our capacity to respond effectively to support the community when disasters occur		

No	Activity	Lead group	Reference
7.10.1	Test Council's disaster management and business continuity plans to ensure key staff are up to date with requirements in the event of a disaster and/or significant disruption to Council services	Emergency Management / Corporate Planning, Performance & Risk	
7.10.2	Conduct a cross-Council review of Council's disaster management plan and communication system to ensure it is up to date and meets the requirements of the <i>Disaster Management Act 2003</i>	Emergency Management	
7.10.3	Deliver two community resilience disaster management facilities on NSI and SMBI respectively	Project Delivery Group	
7.10.4	Deliver emergency preparedness information to the islands' communities including seniors	Customer and Community Services / Community & Social Planning	
7.10.6	Develop a memorandum of understanding with the Redlands State Emergency Service (SES) to deliver resilience training at new facilities on North Stradbroke Island and Southern Moreton Bay Islands	Emergency Management	
8	Inclusive & Ethical Governance - 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		
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		
8.1.1	Implement the corporate performance management framework including delivery of reports in accordance with the <i>Local Government Act 2009</i>	Corporate Planning, Performance & Risk	
8.1.2	Monitor delivery of Redlands 2030 through appropriate community engagement, delivering at least two community meetings through the year	Corporate Planning, Performance & Risk	
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		
8.2.1	Use media and marketing tools to develop and implement supportive communication plans for corporate initiatives, ensuring that appropriate programs and projects have their marketing needs forward planned	Marketing & Communications	
8.3	Establish and maintain effective partnerships with local, regional and national organisations and governments to deliver the visions and goals of the community		
8.3.1	Deliver ongoing development industry forums	Sustainable Assessment	
8.3.2	Active participation in major Australian Local Government Association (ALGA), Australian Local Government Women's Association (ALGWA) and Local Government Association Queensland (LGAQ) events through attendance at, and putting forward motions to, the ALGA National General Assembly and annual conferences of the other peak representative bodies	General Manager Governance	
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		
8.4.1	Deliver ongoing skills and process training, including training on the organisation's capacity for planning and incorporating successful community engagement into our business	Marketing & Communications	
8.4.2	Coordinate and support the Redlands Youth Forum Y Talk	Customer & Community Services	
8.4.3	Maintain the Redlands Pulse community engagement online network	Marketing & Communications	
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		

No	Activity	Lead group	Reference
8.5.1	Complete a review of fraud and misconduct	Internal Audit	
8.5.2	Develop and implement a plan for a corporate governance framework and commence delivery	Corporate Planning, Performance & Risk	
8.6	Implement a comprehensive enterprise approach to risk management across the organisation		
8.6.1	Implement the Enterprise Risk Management Framework across Council	Corporate Planning, Performance & Risk	
8.7	Ensure Council resource allocation is sustainable and delivers on Council and community priorities		
8.7.1	Monitor the cost of employment within Council	Decision Support	
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		
8.8.1	Develop a more transparent approach to the provision of rating information to the community	Financial Control	
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		
9.1	Deliver excellent leadership throughout the organisation for the benefit of the community		
9.1.1	Deliver the leadership development program	People & Change	
9.2	Recruit and retain high quality staff and promote the organisation as an employer of choice		
9.2.1	Continue to roll-out the workforce planning project	People & Change	
9.2.2	Develop and implement initiatives to enhance Council's capacity to recruit and retain employees	People & Change	ODP 3
9.2.3	Develop and provide relevant and stimulating training and development programs	People & Change	
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		
9.3.1	Implement the Equal Employment Opportunity Management Plan	People & Change	
9.3.2	Continue to deliver the diversity contact officer project	People & Change	
9.3.3	Undertake staff satisfaction Pulse Survey	People & Change	
9.4	Provide a safe place for staff to work in and support the health and wellbeing of our people		
9.4.1	Implement the Workplace Health & Safety Management Plan	People & Change	
9.5	Ensure robust long term financial planning is in place to protect the financial sustainability of Council		
9.5.1	Configure the 10 year model into enterprise budgeting and develop a process for updating the model	Decision Support	
9.5.2	Implement activity-based costing by purchasing software and developing a purchasing process	Decision Support	
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		
9.6.1	Implement the Enterprise Asset and Service Management Strategy	Decision Support	ODP 8
9.6.2	Implement Enterprise Asset and Service Management Improvement Plans	Decision Support	ODP 10
9.6.3	Develop processes to improve integration of asset and service management, capital planning and procurement planning into budgeting and forecasting systems	Decision Support	
9.7	Develop our procurement practices to increase value for money within an effective governance framework		
9.8	Work 'smarter' across departments, in multi-disciplinary teams to achieve continuous improvement and effective co-ordination		

No	Activity	Lead group	Reference
9.8.1	Complete the continuous improvement project	Decision Support	ODP 41
9.8.2	Complete the core business and service level review, taking account of changes to the financial strategy	Corporate Services (with input from all departments)	
9.8.3	Implement the Intranet Development Strategy	Marketing & Communications	
9.9	Manage security of and access to Council information		
9.9.1	Continue to maintain and implement security upgrades	Information Management	
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		
9.11.1	Complete housing affordability fund (HAF) electronic development assessment project	Business & Performance	
9.11.2	Develop and implement assessment fee calculator for building and plumbing applications	Business & Performance	
9.11.3	Expand smart electronic development assessment (eDA) lodgement function for building and plumbing applications	Business & Performance	
9.11.4	Implement the Proclaim CI version upgrade	Information Management	