



**Redland**  
CITY COUNCIL



# Corporate Plan

2018-2023

# Contents

|   |           |
|---|-----------|
| Mayor's message                             | 3         |
| CEO's message                               | 4         |
| Vision, Mission, Values                     | 5         |
| Strategic Planning                          | 6         |
| <b>Healthy natural environment</b>          | <b>7</b>  |
| <b>Green living</b>                         | <b>8</b>  |
| <b>Embracing the bay</b>                    | <b>9</b>  |
| <b>Quandamooka Country</b>                  | <b>10</b> |
| <b>Wise planning and design</b>             | <b>11</b> |
| <b>Supportive and vibrant economy</b>       | <b>12</b> |
| <b>Strong and connected communities</b>     | <b>13</b> |
| <b>Inclusive and ethical governance</b>     | <b>14</b> |
| Elected members                             | 15        |
| Executive Leadership Team                   | 16        |
| <i>Appendices</i>                           |           |
| Appendix 1 Redland Water                    | 17        |
| Appendix 2 RedWaste                         | 17        |
| Appendix 3 Council's Key Strategies & Plans | 18        |



# MAYOR'S message



Council's Corporate Plan lays the foundations for delivering the services and projects our community needs to prosper.

Since the adoption of the 2015-2020 Corporate Plan we have welcomed new Councillors and as a team we have adopted a suite of strategic priorities to help Council respond to our community's needs.

Building our Corporate Plan 2018-2023 on the bedrock of these strategic priorities will ensure Council's services reflect the needs of the community who helped set the priorities.

A key priority our community wants us to focus on is transport and the Corporate Plan 2018-2023 will start this journey by delivering a transport strategy that identifies the key infrastructure needed to support our city now and in the future. This will include the transport infrastructure needed from other levels of government, allowing us to lobby for this infrastructure on behalf of the community.

Our community has also told us economic development should be a priority and the term of this Corporate Plan will help deliver this through a focus on key growth areas in health, education and training. Over the next five years we will continue working with the Redlands Economic Development Advisory Board to deliver on these and other opportunities.

Redland City Council, together with Griffith University and Logan City Council, has been funded under the Queensland Government's Advancing Regional Innovation Program to connect local efforts, leverage our regional strengths and lift the capability of our innovative local firms to grow the City's economy.

During the term of this Corporate Plan, Council will also adopt a new City Plan, which will provide a clearer planning framework that supports our growing community while at the same time protecting the unique character of the Redlands.

Building relationships across community and government will help us deliver the services our community expects from us. This includes working with Traditional Owners and key community groups to ensure the Redlands traditional cultures are recognised and celebrated in everything we do.

To deliver this plan, long-term financial sustainability and affordability of the City's commitments will be a prime focus. Despite significant cost increases from other levels of government, Council has maintained a strong financial base underpinned by low debt which can continue to minimise cost-of-living pressures on residents.

The Corporate Plan 2018-2023 is our blueprint for delivering for the community and it has been developed with input from the community to ensure it reflects your needs.

On behalf of all Councillors I would like to thank the community for joining us on this exciting journey and we look forward to delivering on the commitments outlined in this Corporate Plan 2018-2023.

Councillor Karen Williams  
Mayor of Redland City

# CEO'S message



Since the Corporate Plan 2015-2020 was adopted, the organisation has undergone significant change, with a new Council term commencing and a substantially new Executive Leadership Team now in place.

Working together, the organisation is focused on improving its responsiveness to community needs and providing a more strategic approach to planning for the future.

This Corporate Plan 2018-2023 will see a continued commitment to enhancing the City's liveability and driving sustainable economic development within the context of its enviable natural beauty. It provides clarity on the initiatives and services that the City is working towards over the next five years, with emphasis on the delivery of the Strategic Priorities set by the Council.

Delivering this plan will require a well-planned and prioritised approach to ensure financial sustainability of the City's commitments.

Implementation of a strategic approach to asset management and prioritisation of capital and operational works will drive business efficiencies through better programming and economies of scale. In support of this, Council's investment in business improvement continues to help us to reduce waste in everything we do.

Over the term of this Corporate Plan, Council will continue to work closely with the State Government and the Redland Investment Corporation to progress the Priority Development Areas at Cleveland's Toondah Harbour and Redland Bay's Weinam Creek.

We will also see the commencement of a new City Plan which will offer certainty for residents and the business community, providing for sustainable development

while protecting the lifestyle that residents value. Routine amendment packages will incorporate the outcomes of ongoing studies and new information.

A Smart Cities framework will be developed to ensure our policy, technology and investment decisions contribute to the Redlands being a more productive, accessible, connected and liveable city with the community at its centre. Partnerships across government, business and community will underpin its success in developing a more prosperous and inclusive Redlands.

The development of a clearly definable brand and identity for the City is well advanced, with the aim of stimulating business, creating local jobs, boosting investment and tourism, and enhancing community spirit.

Internally, Council's Safety First Redland agenda continues to develop, with the organisation advancing its safety culture, refining safety systems and demonstrating safety leadership.

As a people-focused organisation, we understand that it is through our employees we produce great results. Our People Strategy is enhancing our ability to attract, retain and develop the best people. We aim to lift the organisation's internal speed through increased investment in leadership development, coaching and mentoring, while our internal vision for excellence within the organisation will be a clear and driving force throughout the business.

This Corporate Plan provides the framework to support the achievement of our goals while maintaining the core principles of excellent customer service and value for money. It is the blueprint through which the organisation will fulfil its pledge to make a difference every day through the work that we do, and the way that we work in line with our core organisational mission and values.

We want our community and those who visit us to see and feel this commitment, and know that this City is both meeting residents' expectations and fulfilling its potential.

Andrew Chesterman  
CEO, Redland City Council

## Our values

### CUSTOMER SERVICE

- We deliver on our commitments and provide excellent customer service.

### ONE TEAM

- We co-operate and collaborate within and across teams.
- We support our people to perform at their best.

### ACCOUNTABILITY

- We take ownership of our responsibilities.
- We are professional and ethical in all we do.

### GROWTH

- We challenge ourselves to deliver better value for money.
- We will be better tomorrow than we are today.

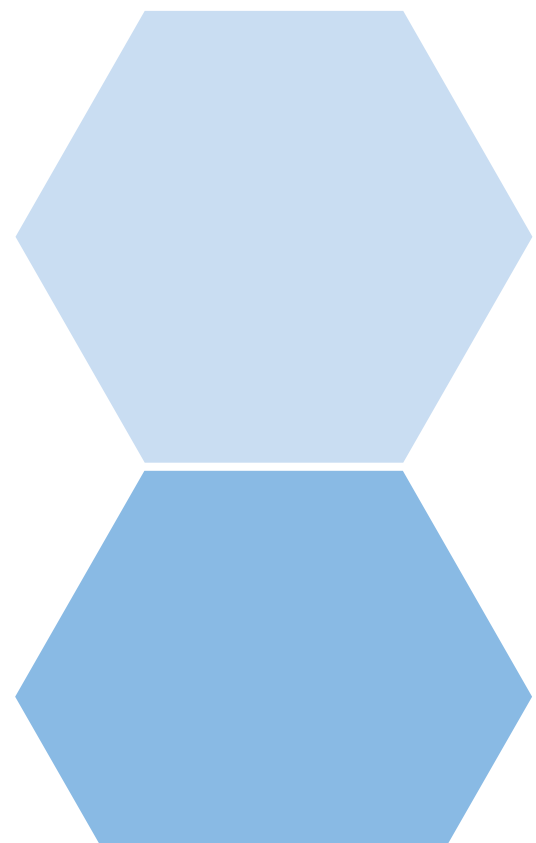
### COMMUNICATION

- We are open, honest and constructive in all communications.

## Our vision

Forward thinking, engaged and focused on enriching community lifestyles.

## Our mission



# Strategic planning

## PURPOSE

The Corporate Plan 2018-2023 is Council's third plan since the Redlands 2030 Community Plan was adopted in 2010. Like our previous plans this Corporate Plan continues to deliver on the eight key outcomes of the Community Plan, these are:

1. Healthy natural environment
2. Green living
3. Embracing the bay
4. Quandamooka Country
5. Wise planning and design
6. Supportive and vibrant economy
7. Strong and connected communities
8. Inclusive and ethical governance.

This plan was developed following a mid-term review of the Corporate Plan 2015-2020. The review provided an opportunity to reflect on the progress we have made toward achieving our strategic outcomes and to consider which commitments have been delivered. New commitments were able to be included to reflect community feedback and Council's priorities.

This Corporate Plan 2018-2023 builds on the work and directions of our previous plan. It is an updated and refreshed plan that outlines Council's priorities for the next five years.

## THE QUADRUPLE BOTTOM LINE

Council remains committed to delivering a Corporate Plan that addresses the four principles of sustainability, known as the 'quadruple bottom line', these are:

- environment
- social/community
- economic
- governance.

We always take into consideration the impacts our decisions have on this quadruple bottom line.

## STRATEGIC PLANNING FRAMEWORK

In Queensland the *Local Government Act 2009* requires every local government to produce a corporate plan. The Corporate Plan provides Council with clear direction and helps us to make decisions about directing our resources over the next five years.

The Corporate Plan 2018-2023 is informed by the Redlands 2030 Community Plan, Council's priorities, the Financial Strategy, the Long-Term Asset Management Plan, and our strategies.

Council's Financial Strategy assists Council to set priorities in accordance with our financial resources to ensure that budget decisions are made in a financially sustainable manner.

The Long-Term Asset Management Plan is informed by Council's services and guides our whole of lifecycle asset management to support the City's financial sustainability and service levels.

Actions from our long-term strategies and strategic priorities are delivered through the five-year Corporate Plan to ensure that the projects and services we undertake align with our strategic direction and community expectations.



Figure1: Council's Strategic Planning Framework

## ANNUAL PLANNING

The Corporate Plan informs our annual operational planning process and budget, and sets the parameters against which we can measure our performance (which we report in our Annual Report).

Each year we review our performance, strategic and operational risks, key financial policies, services and assets. This enables us to identify our specific priorities for the following year. To do this, our Councillors and Executive Leadership Team review key strategic documents, including:

- Corporate Plan 2018-2023
- Financial Strategy
- Long-Term Asset Management Plan
- Risk Registers

This review helps us make decisions about our annual operational plan and our annual budget.

# 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.

## 2023 OUTCOMES

- 1.1 Redland's natural assets including flora, fauna, habitats, biodiversity, ecosystems and waterways are managed, maintained and monitored.
- 1.2 Threatened species are maintained and protected, including the vulnerable koala species.
- 1.3 Community and private landholder stewardship of natural assets increases.
- 1.4 Visitors experience our natural assets through high standard facilities, trails, interpretation and low impact commercial ventures.

## PERFORMANCE INDICATORS

- Annual waterways recovery report and rating.
- The number of volunteers and hours spent caring for natural assets.
- Participation in fauna monitoring, protection, rescue and recovery programs.
- The number of enhancement projects completed each year to improve access, safety and comfort for visitors.

## OUR COMMITMENT

- Undertake ecological restoration activities on Council-owned and managed lands.
- Deliver education extension programs in land conservation and waterways management.
- Implement programs to reduce sediments and nutrients in waterways.
- Manage critical habitat for threatened species.
- Coordinate community response to wildlife management issues.
- Map the range of experiences available to visitors and encourage the community's use of the City's popular conservation areas.

## KEY COUNCIL SERVICE AREAS

- Environment and Education
- Parks and Conservation
- Redland Water
- Engineering and Environment
- Strategic Planning
- Roads, Drainage and Marine
- Health and Environment
- Compliance Services

## DID YOU KNOW?

- More than 1,700 native species of plants and animals have been recorded in Redland City.
- Redland City has important populations of urban koalas, with annual urban koala surveys undertaken each year.
- Council's Bushcare and Land for Wildlife programs have been operating for over 20 years.
- Every year, more than 500 volunteers plant around 15,000 trees and other plants including threatened species planting to enhance habitat.
- On average 12,250 plants are provided through all habitat protection programs annually.
- In 2018 the Redlands after-hours Wildlife Ambulance will celebrate 20 years of operation under Redland City Council ownership.
- Redlands IndigiScapes helps the community care for our natural environment through programs including Land for Wildlife, Rural Support, Your Backyard Garden, Waterways Extension, Voluntary Conservation Agreements and Koala Conservation Agreements.



## 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.

### 2023 OUTCOMES

- 2.1 Council's policies and plans support ecologically sustainable development and respond to climate change issues.
- 2.2 Sustainable building design (for example, solar panels and water tanks) is supported through education and advocacy.
- 2.3 Council's waste management plans address current and future needs, and include plans for closed landfills and regional collaboration.
- 2.4 Council and the community actively recycle and reduce waste.
- 2.5 Transport planning reflects a desire to maximise economic, environmental and liveability outcomes through quality road design, public transport, pedestrian and cycling strategies.

### PERFORMANCE INDICATORS

- Annual corporate greenhouse gas emissions.
- Number of activities that educate, provide information and advocate sustainable building design for the community.
- Council's resource recovery rate (percentage recycled).
- Kilometres of pedestrian pathways and cycleways.

### OUR COMMITMENT

- Take a leadership role in the community and actively reduce Council's emissions and carbon footprint.
- Provide community education to encourage sustainable building design and alternative energy usage.
- Reduce the environmental impacts of Council's waste collection and resource recovery operations.
- Partner with the community in diverting and minimising waste.
- Continue to expand the pedestrian pathway and cycleway network.
- Advocate for improved access to innovative and high quality public transport services.

### KEY COUNCIL SERVICE AREAS

- Environment and Education
- RedWaste and Closed Landfill
- Traffic and Transport
- Engineering and Environment
- Strategic Planning
- Infrastructure Planning
- Planning Assessment
- Fleet Services
- Property Services
- Facilities Services

### DID YOU KNOW?

- More than 40,000 people visit the Redlands IndigiScapes Centre every year.
- Council manages more than 485 kilometres of footpaths and cycleways.
- Every year, Council officers make more than 65 school visits, educating students about recycling, litter prevention, composting, worm farming and ways to reduce waste.
- In 2017 Council began producing renewable energy from roof top solar, joining the 19,514 households in the Redlands with roof top solar.
- Council has eight waste transfer facilities. Green waste makes up 66% of all materials received at these facilities.





# 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.

## 2023 OUTCOMES

- 3.1 Council collaborates with partners to understand, nurture and protect Moreton Bay's marine health and values.
- 3.2 Communities on the islands and foreshores enjoy equitable access to development opportunities and community services.
- 3.3 Our community is ready for and adapting to changing coastlines, storm tide and severe weather.
- 3.4 Redland City's residents and visitors can easily access the foreshore and use recreation infrastructure for boating and non-boating activities.
- 3.5 Priority Development Areas support equitable outcomes for island residents, such as access to transport and facilities.

## PERFORMANCE INDICATORS

- Annual Healthy Land and Water report card rating.
- Implementation of the Redland City Disaster Management Plan.
- Number of new bay access points for low impact recreational activities.
- Implementation of Priority Development Areas.

## OUR COMMITMENT

- Engage in research activities to protect and restore the values of the bay.
- Plan, provide and advocate for essential social infrastructure and appropriate development opportunities for the islands and foreshores.
- Review and finalise Council's Climate and Energy Action Plan.
- Improve access to the bay for environmentally sensitive recreation activities.
- Oversee the management of Redland City's Priority Development Areas.

## KEY COUNCIL SERVICE AREAS

- Environment and Education
- Engineering and Environment
- Sport and Facilities
- Redland Water
- RedWaste
- Strategic Planning
- Infrastructure Planning
- Marine Infrastructure
- Traffic and Transport
- Priority Development
- Disaster Planning and Operations

## DID YOU KNOW?

- Every year, Council removes around 18 tonnes of rubbish, 216 tonnes of sediment and 45 tonnes of organic material from stormwater drains.
  - The Redland City area includes approximately 387km<sup>2</sup> of Moreton Bay, and 335km of coastline.



# 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.

## 2023 OUTCOMES

- 4.1 Council's organisational and staff capacity to deliver positive outcomes for Aboriginal communities, including the Quandamooka People, is improved through policy, cultural awareness training and cultural heritage training for elected members and Council staff.
- 4.2 Council's and the community's respect and understanding of the Quandamooka Peoples' relationship with their traditional land and waters continue to improve.
- 4.3 Council continues to support and resource the delivery of commitments under the Indigenous Land Use Agreement (ILUA) with the Quandamooka People.
- 4.4 Council works with the Quandamooka Traditional Owners to help them achieve their goal of establishing North Stradbroke Island (Minjerrabah) as a global eco-cultural tourism destination.

## PERFORMANCE INDICATORS

- Attendance at Council's cultural awareness and heritage training.
- Community understanding of the Quandamooka Peoples' relationship with their traditional land and waters.
- Council's progress with implementing the ILUA.

## OUR COMMITMENT

- Acknowledge local Aboriginal people by formally recognising traditional owners in Council ceremonies and implementing culturally appropriate meeting protocols.
- Promote traditional knowledge and increase the profile of Aboriginal heritage through cultural tourism, events and communications activities.
- Monitor, liaise and support teams working to implement Council's commitments under the ILUA.
- Engage the traditional owners regarding economic development opportunities through the State Government's North Stradbroke Island Economic Transition Strategy and Redland City Economic Development Framework 2014-2041.

## KEY COUNCIL SERVICE AREAS

- Corporate Governance
- Creative Arts
- Strengthening Communities
- Communication, Engagement and Tourism
- Strategic Planning
- Strategic Economic Development

## DID YOU KNOW?

- Council is one of the first local governments in Queensland to engage Traditional Owners in helping develop and implement Aboriginal cultural heritage training for key staff.
- Council provides sponsorship and support for the annual Quandamooka Festival which receives state wide television, radio and print media coverage. In 2017 sponsorship was extended to include a component of the Quandamooka Festival at Redfest.
- A new Reconciliation Award category was introduced as part of Redland City's Australia Day Awards 2018 to recognise significant achievement by an individual or group actively working on reconciliation between Aboriginal and Torres Strait Islander and non-Indigenous people in the Redlands.
- Council hosted the first community celebration in mainland Australia for the arrival of the GC2018 Commonwealth Games Queen's Baton for GC2018 Commonwealth Games on Minjerrabah (North Stradbroke Island) on 8 January 2018. Aunty Rose Borey was the official baton bearer.



# 5. Wise planning and design

We will carefully manage population pressures and use land sustainably while advocating and taking steps to determine the 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.

## 2023 OUTCOMES

- 5.1 Growth and development in the City is sustainably managed through the adoption and implementation of the Redland City Plan and Local Government Infrastructure Plan.
- 5.2 Redland City's character and liveability are enhanced through a program of master planning, place-making and centre improvement strategies, including maximising opportunities through the catalyst Toondah Harbour Priority Development Area and Redlands Health and Wellbeing Precinct projects to build a strong and connected Cleveland.
- 5.3 An effective and efficient development assessment process delivers quality development that is consistent with legislation, best practice and community expectations.
- 5.4 Regional collaboration and targeted advocacy drives external funding for key infrastructure upgrades and enhanced community outcomes.

## PERFORMANCE INDICATORS

- Implementation of the Redland City Plan and Local Government Infrastructure Plan (and subsequent twice-year reviews).
- Development is consistent with legislation, best practice and community expectations, guided by relevant plans and strategies.
- Council meets or improves on Integrated Development Assessment System timeframes.
- Levels of participation in regional collaboration and advisory groups.

## OUR COMMITMENT

- Develop and implement a transport strategy for Redland City.
- Implement the new Redland City Plan including the new Local Government Infrastructure Plan.
- Continue Council's ongoing program of centre activity planning, place-making and centre improvement strategies and undertake integrated master planning of Cleveland centre, including Cleveland central business district, Toondah Harbour Priority Development Area, Redlands Health and Wellbeing Precinct and employment precincts.
- Review and simplify assessment processes to reduce development transaction times and costs.
- Collaborate regionally on growth management, including land use, transport and infrastructure planning, costing and delivery.

## KEY COUNCIL SERVICE AREAS

- Planning Assessment
- Engineering and Environment
- Infrastructure Planning
- Building and Plumbing
- Strategic Planning
- Priority Development
- Strategic Economic Development
- Redland Water
- Development Control
- Project Planning and Programming
- Project Delivery Group
- Public Place Projects

## DID YOU KNOW?

- Redland City's population is expected to increase by 36,000 people between 2016 and 2041.
- The SEQ Regional Plan requires Council to provide an additional 17,200 dwellings between 2016 and 2041. Over the same time Council aims to support an additional 22,000 employment opportunities.



## 6. Supportive and vibrant economy

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

### 2023 OUTCOMES

- 6.1 Council supports infrastructure that encourages business and tourism growth.
- 6.2 Redland City delivers events, activities and performances that bring economic and social benefits to the community.
- 6.3 Council's involvement in the State Government's North Stradbroke Island Economic Transition Committee supports and aligns with Council's strategic objectives, which help deliver long-term economic sustainability for North Stradbroke Island (Minjerribah).
- 6.4 Council receives a return on the community's investment in land to enhance economic and community outcomes.
- 6.5 Growth in key sectors identified in Council's Economic Development Framework is supported through the development and implementation of action plans by the Industry Economic Development Advisory Board.
- 6.6 Development will be facilitated specifically in the Toondah Harbour Priority Development Area (PDA) and the Weinam Creek PDA with a focus on economic growth.

### PERFORMANCE INDICATORS

- Successful implementation of the Redland City Economic Development Framework 2014-2041. Monitor growth targets: Population growth, Gross Regional Product Growth, Job Growth and Tourism Growth.
- Number of sites developed by Redland Investment Corporation for commercial and community benefits.
- Support negotiations with stakeholders on environment and development approvals for PDAs.
- Finalise the development Program for Weinam Creek PDA.

### OUR COMMITMENT

- Implement the Redland City Tourism Strategy and Action Plan 2015-2020.
- Implement the Redland City Events Strategy and Action Plan 2017-2022.
- Continue to work with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), local business groups and relevant government agencies to deliver on priority issues.
- Identify opportunities to partner with the private sector to develop and commercialise sites and provide community infrastructure.
- Continue to support the Redlands Economic Development Advisory Board.
- Continue to work with Economic Development Queensland and stakeholders to achieve environment and planning approvals and develop opportunities including mixed-use, medium residential, tourism and retail-based development, ferry terminals, marina, water transport services and improved public space.
- Identify and implement a new destination brand for the City that supports tourism, economic growth and city pride.
- Continue to develop and implement action plans identified in the Redland City Economic Development Framework 2014-2041.
- Develop and implement a Smart Cities framework to promote innovation and connectivity in Redland City.

### KEY COUNCIL SERVICE AREAS

- Strategic Economic Development
- Communication, Engagement and Tourism
- Strategic Planning
- Infrastructure Planning
- Creative Arts
- Strengthening Communities
- Priority Development
- Redland Investment Corporation

### DID YOU KNOW?

- Since July 2015 more than 130,000 people have attended 426 events at the Redland Performing Arts Centre.
- Council assists businesses with general enquiries, business development workshops, networking opportunities and provides a conduit into Government agencies for funding and business support assistance.



# 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.

## 2023 OUTCOMES

- 7.1 Festivals, events and activities bring together and support greater connectivity between cross-sections of the community.
- 7.2 Council maximises community benefit from the use of its parklands and facilities by improving access to, and the quality and shared use of, public spaces and facilities by groups for sporting, recreational and community activities.
- 7.3 Council's assessment of community issues and needs provides timely opportunities to pursue grants and partnerships that realise long-term benefits.
- 7.4 Council supports volunteerism and participation in civic projects through clear and supportive Council processes to reduce red-tape, and engage and recruit volunteers for Council projects.
- 7.5 The community's preparedness for disasters is improved through community education, training and strong partnerships between Council and other agencies.

## PERFORMANCE INDICATORS

- Number of community activities delivered.
- Number of community groups with leases/permits for Council facilities.
- Number of volunteers and hours donated towards Council projects.
- Implementation of Redland City Disaster Management Plan.
- Amount of land that is available for sport to meet current and future needs.

## OUR COMMITMENT

- Support community groups, including the arts, cultural, sport and recreation groups, through advocacy and by helping them to identify and secure funding streams and develop skills including networking, governance, engaging volunteers and business management.
- Develop a volunteering policy, corporate process and guidelines to better support volunteers.
- Continue to foster community resilience and coordinate the community's response to disaster events.
- Undertake planning for sports land and facilities to meet future growth needs of the City.
- Continue to implement an ongoing arts program that recognises, displays and develops cultural diversity in the Redlands.

## KEY COUNCIL SERVICE AREAS

- Strengthening Communities
- Sport and Facilities
- City Spaces Policy and Strategy
- Disaster Planning and Operations
- Creative Arts
- Library Services
- Communication, Engagement and Tourism
- Health and Environment
- Redland Investment Corporation
- Compliance Services

## DID YOU KNOW?

- Redland Art Gallery welcomed more than 45,000 visitors in 2017 and offered over 110 shows, workshops and events for the community and visitors to the Redlands. Celebrating its 15th birthday in 2018 the gallery program has increased by 112% since 2014.
- In 2017, Council provided more than \$312,000 in grant funding to 36 community organisations and groups as well as over \$160,000 sponsorship funding to deliver 25 community events.
- In 2017, Council's eight libraries (mainland, island and mobile) were accessed 600,900 times in person, and 166,659 times online.
- Council delivered Australia's first online suburb-by-suburb Local Disaster Management Plan.



# 8. Inclusive and 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.

## 2023 OUTCOMES

- 8.1 Council's Information Management Strategy and technology systems are engineered to increase efficiency and provide excellent customer service outcomes.
- 8.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans that guide project planning and service delivery across the city.
- 8.3 Implementation of the Corporate Plan is well coordinated across Council and through a delivery mechanism that provides clear line of sight, accountability and performance measurement for all employees.
- 8.4 A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change that enhances internal and external outcomes.
- 8.5 Council uses meaningful tools to engage with the community on diverse issues so that the community is well informed and can contribute to decision making.

## PERFORMANCE INDICATORS

- Financial Strategy key performance indicators including measures of sustainability.
- Effective implementation and performance reporting on the Corporate Plan.
- All Council employees have clear, achievable goals aligned to corporate objectives and managed via the MyGoals Performance Framework.
- Community satisfaction with engagement activities.
- Monitor and govern asset management maturity and capacity.
- Strategic alignment and delivery of Council's project portfolio.

## OUR COMMITMENT

- Continue to strengthen our asset and service management to ensure the efficient and effective delivery of value to our community.
- Implement, monitor and report on progress of the Corporate Plan.
- Support employees by providing clear direction and extensive training, including the use of new technology.
- Ensure Council's portfolio of projects is prioritised and managed to deliver strategic objectives whilst maintaining financial sustainability.
- Continue to provide opportunities for the community to actively and meaningfully participate in Council's decision making.
- Implement Council's Information Management Strategy.

## KEY COUNCIL SERVICE AREAS

- Information Management
- Corporate Governance
- Internal Audit
- Business Transformation
- Project Management Office
- Communication, Engagement and Tourism
- Integrated Customer Contact Centre
- Human Resources
- General Counsel
- Financial Services
- Executive Office

## DID YOU KNOW?

- Redland City Council employs approximately 1000 people.
- In 2017 the Integrated Customer Contact Centre provided face to face customer service to over 34,000 customers, answered 116,539 customer calls, with over 88% of calls being answered within 20 seconds and 96% achieved resolution at the first point of contact.
- In 2017 Customer Services responded to 17,754 customers through My Services and online services, as well as the management of 44,141 customer emails through Council's Corporate Mailbox.
- Council has over 30,000 followers across social media platforms including Facebook, Twitter, Instagram and LinkedIn.
- Social media is used to promote Council's services, events and community engagement, and is also an important customer service channel.
- Council has a reputation for excellence in the use of social media in disasters, and is recognised as one of Australia's Top 5 Government Agencies for social media (Source Digital Honey, July 2017).



Elected members



Mayor  
Cr Karen Williams



Div 1  
Cr Wendy Boglary



Div 2  
Cr Peter Mitchell



Div 3  
Cr Paul Gollé



Div 4  
Cr Lance Hewlett



Div 5  
Cr Mark Edwards



Div 6  
Cr Julie Talty



Div 7  
Cr Murray Elliott



Div 8  
Cr Tracey Hugues



Div 9  
Cr Paul Gleeson



Div 10  
Cr Paul Bishop

## Executive Leadership Team



Left to right:  
Peter Best, General Manager Infrastructure and Operations  
Deborah Corbett-Hall, Chief Financial Officer  
John Oberhardt, General Manager Organisational Services  
Andrew Chesterman, Chief Executive Officer  
Louise Rusan, General Manager Community and Customer Services  
Andrew Ross, General Counsel  
Amanda Daly, Head of Human Resources



# Appendices

## Appendix 1 Redland Water/Appendix 2 RedWaste

### Commercial Business Units

In accordance with the Local Government Regulation 2012 Section 166 c (i) and (ii), Council's Corporate Plan is required to contain the following information in relation to its commercial business units:

- an outline of the objectives of the commercial business unit
- an outline of the nature and extent of the significant business activity the commercial business unit will conduct.

#### Appendix 1

### COMMERCIAL BUSINESS UNIT - REDLAND WATER

#### Objectives

Redland Water's primary objective is to provide safe drinking water and wastewater collection, treatment, reuse and disposal while:

1. meeting Redland Water Customer Service Standards and the Customer Water and Wastewater code
2. protecting the health and safety of its workers and the community
3. preventing adverse impacts on the natural environment and the community.

#### Significant business activity

Redland Water provides the following services to achieve its primary objectives:

- provide a continuous supply of clean drinking water at an adequate pressure and flow rate for household and business needs
- collect, treat and dispose of wastewater in accordance with our environmental obligations
- plan, construct and maintain infrastructure and assets.

#### Appendix 2

### COMMERCIAL BUSINESS UNIT - REDWASTE

#### Objectives

The primary objective of RedWaste, Council's waste management unit, is to responsibly manage, collect and dispose of waste generated within the city through Council's kerbside collection service, and operation and maintenance of transfer stations. RedWaste delivers on Council's waste strategy targets for waste reduction, resource recovery and waste education while:

1. reducing waste and increasing resource recovery as per Council's Waste Reduction and Recycling Plan 2015-2020
2. protecting the health and safety of its workers and the community
3. preventing adverse impacts on the natural environment and the community.

#### Significant business activity

RedWaste provides the following services to achieve its primary objectives:

- cost-effective and environmentally responsible waste management services
- ensuring compliance with all appropriate standards and procedures for the storage, transport, treatment and disposal of contract solid wastes
- ensuring community access to information relating to reducing waste and increasing resource recovery.



## Appendix 3 Council's Key Strategies and Plans

The following Redland City Council documents support the delivery of Council's strategic outcomes. Council's policies, strategies and plans are regularly reviewed and updated. Copies of all of Council's key documents are available on the Redland City Council website.

### HEALTHY NATURAL ENVIRONMENT

- Conservation Land Management Strategy 2010
- Reaching for Waterway Recovery 2012-2030
- Koala Conservation Strategy 2016
- Redlands Koala Conservation Action Plan 2016-2021

### GREEN LIVING

- Confronting our Climate Future 2030
- Trade Waste Management Plan 2017
- Redland City Waste Reduction and Recycling Plan 2015-2020
- Redland City Plan
- Redlands Cycling and Pedestrian Strategy 2004

### EMBRACING THE BAY

- Coastal Adaptation Strategy ( Phase 1)
- Conservation Land Management Strategy 2010-2020
- Redland Open Space Strategy 2026
- Waterway Recovery Strategy and Action Plan 2013-2018
- Redland City Plan
- Redland City Disaster Management Plan

### QUANDAMOOKA COUNTRY

- Indigenous Land Use Agreement between the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) and Redland City Council
- Redland City Economic Development Framework 2014-2041
- Quandamooka Aboriginal Community Plan 2016

### WISE PLANNING AND DESIGN

- Redlands Housing Strategy 2011-2031
- Redland Open Space Strategy 2026
- Redland City Plan
- Local Government Infrastructure Plan
- Toondah Harbour Priority Development Area Planning Scheme May 2014

### SUPPORTIVE AND VIBRANT ECONOMY

- Redland City Economic Development Framework 2014-2041
- Redland City Tourism Strategy and Action Plan 2015-2020
- Redland City Events Strategy and Action Plan 2017-2022
- Redland City Plan
- Toondah Harbour Priority Development Area Planning Scheme May 2014
- Weinam Creek Priority Development Area Planning Scheme May 2014

### STRONG AND CONNECTED COMMUNITIES

- Redlands Youth Strategy 2015-2020
- Redland Community Physical Activity Strategy 2011
- Redland Open Space Strategy 2012-2026
- Seven C's Connection Strategy
- Redland City Disaster Management Plan 2016
- Our City Our Culture 2008-2018
- Library Services Strategy 2017-2022

### INCLUSIVE AND ETHICAL GOVERNANCE

- Redlands 2030 Community Plan
- Financial Strategy 2018-2028
- Long-Term Asset Management Plan 2015
- People Strategy 2017-2020
- Information Management Strategic Plan 2016-2019



