



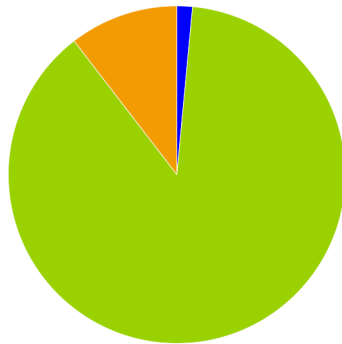
# Operational Plan 2017 - 2018

**July to September 2017**



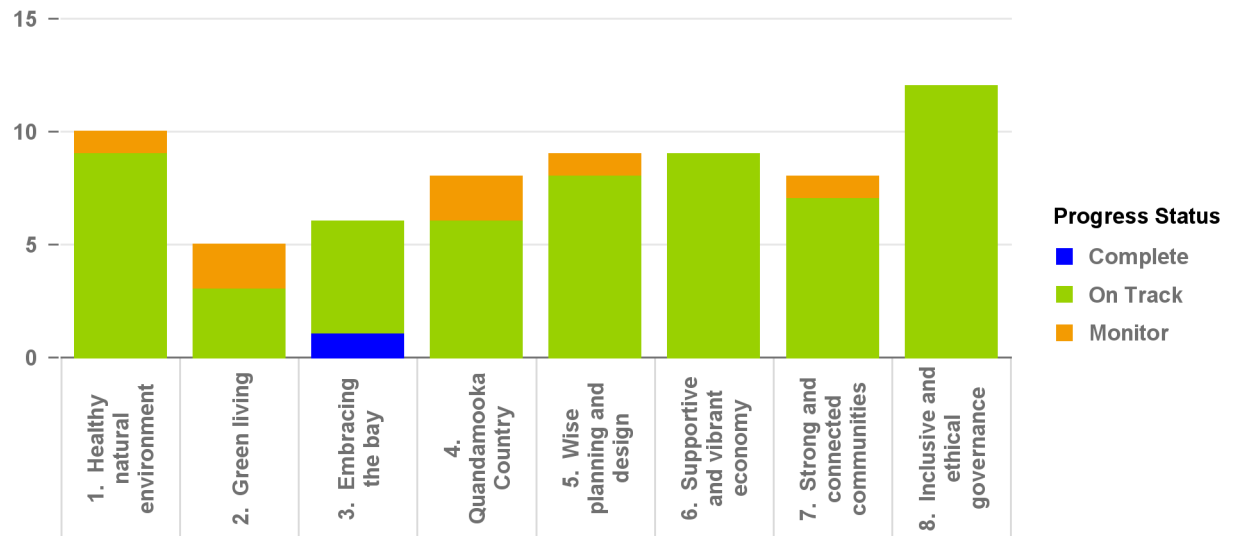
# Vision Outcome Summary

Vision Outcome	Complete	On Track	Monitor	Total
1 Healthy natural environment	0	9	1	10
2 Green living	0	3	2	5
3 Embracing the bay	1	5	0	6
4 Quandamooka Country	0	6	2	8
5 Wise planning and design	0	8	1	9
6 Supportive and vibrant economy	0	9	0	9
7 Strong and connected communities	0	7	1	8
8 Inclusive and ethical governance	0	12	0	12
<b>Total</b>	<b>1</b>	<b>59</b>	<b>7</b>	<b>67</b>



Progress Status

■ Complete
 ■ On Track
 ■ Monitor



Progress Status

■ Complete
 ■ On Track
 ■ Monitor

**On Track** The significant activity is progressing on time and on budget and is on track for delivery

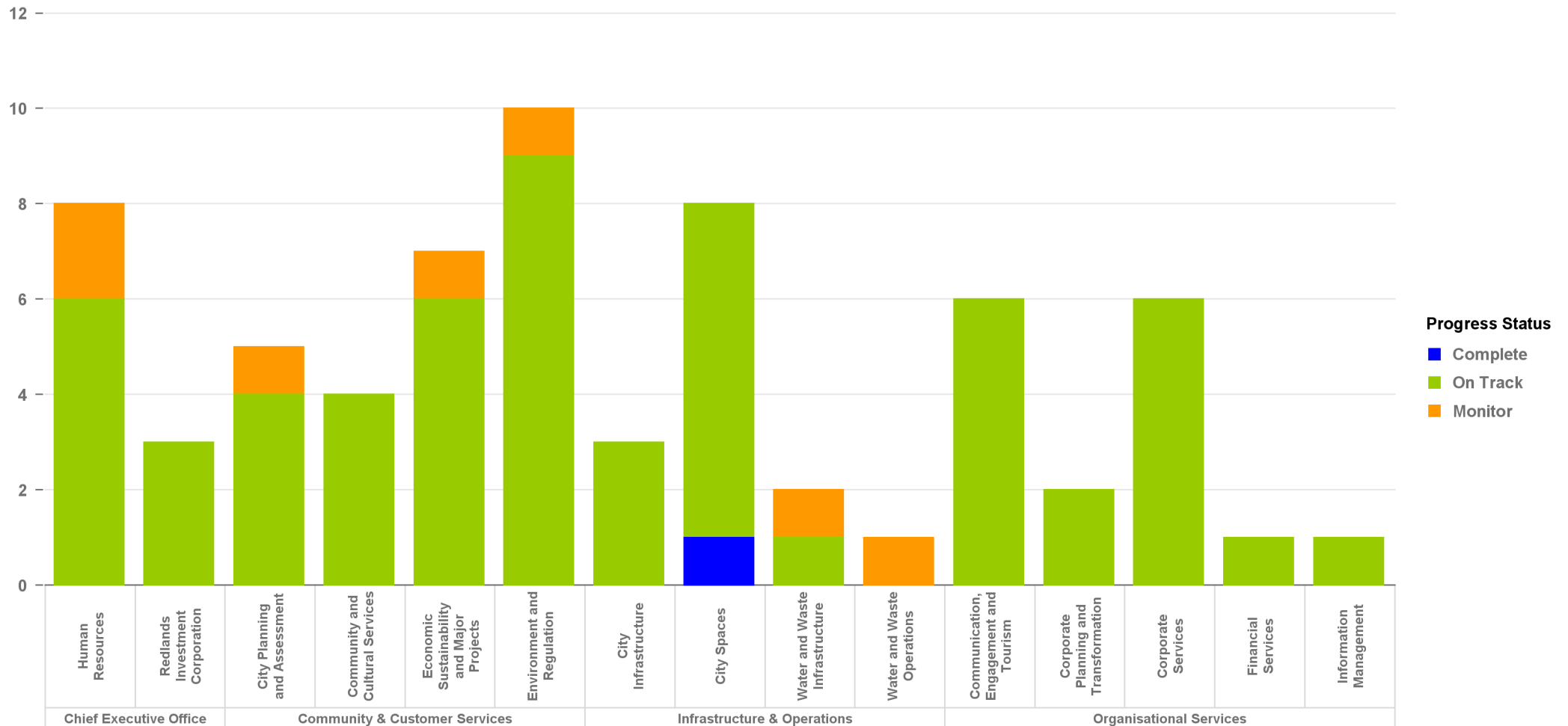
**Monitor** There are issues with timeframes and/or budget but is still expected that with close monitoring the significant activity will be delivered

**Concern** There are significant delays or budget issues and it is unlikely that the significant activity will be delivered

**Complete** The significant activity has been delivered

# Organisational Performance – Quarter Summary

Department	Complete	On Track	Monitor	Total
Chief Executive Office	0	9	2	11
Community & Customer Services	0	23	3	26
Infrastructure & Operations	1	11	2	14
Organisational Services	0	16	0	16
<b>Total</b>	<b>1</b>	<b>59</b>	<b>7</b>	<b>67</b>



# 1. Healthy natural environment

## 2020 Strategic Outcomes

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

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

1.3 Community and private landholder stewardship of natural assets increases.

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

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Manage Council owned water bodies for improved environmental outcomes.	1.1.1	Infrastructure & Operations	On Track	Council has been actively investigating and monitoring the implementation of options for its water bodies. It has been identified that this is currently undertaken through designs, acquisitions, condition assessments and responding to the community. Currently there are 180 water bodies identified on Council land. The maintenance of these water bodies is undertaken by a number of different partners in the last quarter. Roads, Drainage & Marine have removed rubbish and/or sediment from their devices. A total of 21.49 cubic meters of sediment/pollutants/vegetation and 4.88 litres of grease/oil were removed during this quarter.
Plan and deliver conservation restoration activities.	1.1.2	Infrastructure & Operations	On Track	Rehabilitation works (weed control and revegetation works) have been planned and are currently being undertaken in prioritised catchments - Coolnwynpin, Tarradarrapin, Hilliards, Moogurrapum and Erapah.
Engage and deliver restoration through partnership with community and external groups.	1.1.3	Community & Customer Services	On Track	Conducted 11 extension visits to Bushcare Groups. Held 90 Bushcare working bees. 125 volunteers attended Redland Bay National Tree Day Planting in July. 20 volunteers attended Glossy Black Cockatoo planting in September. 4,795 plants in ground for Bushcare and Community Plantings.
Continue implementing a program to plant one million native plants in the Redlands by 2026.	1.1.4	Infrastructure & Operations	On Track	In the first quarter of 17/18 12576 plants were planted across Parks and Conservation and Bushcare. Reduced numbers due to lack of rain from July to September.
Implement the Natural Environment Policy.	1.2.1	Community & Customer Services	On Track	Council's 5 year Koala Conservation Strategy and Action Plan implementation is underway with a Project Officer dedicated to roll out required actions.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Plan and deliver community education programs to protect native wildlife.	1.2.2	Community & Customer Services	On Track	171 attendees to community wildlife talks. Wonderful Wildlife Day held at Indigiscapes on 29 September 2017 during school holidays. Wildlife management presentation given to 120 visiting Japanese veterinary and science students. Wildlife rescue/care presentation for Joey Scouts. Nine internal training workshops held, covering topics including koalas and snakes to enhance Council's delivery of education programs to the community. Monitoring of flying-fox colonies. Responded to over 60 customer requests for wildlife management. Continued development of draft revised Redland Pest Management Plan including Pest Plant and Animal Prioritisation Matrix tool. 1,540 calls made to Redlands Wildlife Rescue. 2,232 wildlife rescue and care volunteer hours. Training for Redland Afterhours Wildlife Ambulance and Redland Wildlife Care Network volunteers.
Partner with community for improved environmental outcomes.	1.3.1	Community & Customer Services	On Track	Bushcare Major Day Out event held in September. Wonderful Wildlife Day event held in September at Indigiscapes. Trees for Weeds events held in August for mainland and Bay Islands. Wildflower walk and talks held during September at Council conservation reserves in Redland Bay and Alexandra Hills. Other training activities included: Vertical Garden Library Talk, Eucalypts Eco Connect Talk, Talk for Kindilan Guide Conference, Fungi Talk Karragarra Island.
Deliver land management extension programs within the community.	1.3.2	Community & Customer Services	On Track	91 property visits completed through the Habitat Protection Program (Land for wildlife, Koala Conservation Agreement Program, Waterways Extension Program, Rural Support and Your Backyard Garden). 3374 plants delivered to Habitat Protection program participants. Council was a Habitat Protection Program finalist in Queensland Healthy Land and Water Awards for waterways extension program work.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Enhance the visitor experience of Redland's natural assets.	1.4.1	Infrastructure & Operations	On Track	<p>Bayview Conservation Area Project is progressing with bulk earthworks undertaken. New trails have been flagged for construction. Fire trails at reserves have been maintained to improve user movement. Parks and Conservation has undertaken works on entrances to alleviate unlawful access issues through alteration of fencing and removal of vegetation to expose access points. Two more signs have been installed at Don and Christine Burnett Conservation Area. Two community trailcare days have been held (one at Bayview and one at Redland Track Park). Totals for September trail counters (counts all users) were:</p> <p>Bayview Conservation Area            -Days Road entrance-3311            -Kidd St (Your Kidding trail)-1248            -Sharks Tail trail-600</p> <p>Redland Track Park            -Flinders Street entrance -3247            -Macdonald Rd entrance -2154            -Clarke St entrance -1438            -Firing Line trail-568</p>
Improve the customer experience at IndigiScapes.	1.4.2	Community & Customer Services	Monitor	<p>Indigiscapes nursery construction preparations in place including site preparation, engagement of contractor and building application for works. Main Indigiscapes Centre extension is undergoing detailed design with a pre-lodgement for development application held. Design and planning of interactive and engaging interpretative design within completed centre is underway.</p>

## 2. Green living

### 2020 Strategic Outcomes

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

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

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

2.4 Council and the community actively recycle and reduce waste.

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

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Manage implementation of the Redland City Council Climate Change Action Plan.	2.1.1	Community & Customer Services	On Track	Revision of the Climate and Energy Action Plan is underway. Council continues to contribute as an official partner in the development of the Living Smart Website to be launched in the near future.
Provide information to raise community awareness and education.	2.2.1	Community & Customer Services	On Track	Solar panels installed at Depot Fleet Maintenance Roof in September as an initiative under Council's Energy and Solar Program and Transport strategic priority. Building Smart Meters have been purchased for installation in Council's main administration building, which will link to energy and carbon reporting systems. Procurement is underway for small scale solar installations at a number of Council buildings as proof of concept under the Energy and Solar Program. 19 schools visited by Waste Education Officer.
Plan and deliver waste management services to meet current and future needs of the city.	2.3.1	Infrastructure & Operations	Monitor	New waste and recycling collection contract awarded for 12 years from mid 2018. Waste disposal strategy is under review to plan for the expiry of the existing regional waste disposal agreement in mid 2020. Rehabilitation and remediation work continues on closed landfills to mitigate the risk of environmental harm with capping and drainage works nearing completion at Duncan Road baseball fields, design nearing completion for a leachate collection trench and capping improvement at Judy Holt Park on the northern batters and Birkdale landfill remediation under a maintenance plan.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Reduce the amount of waste going into landfill.	2.4.1	Infrastructure & Operations	Monitor	<p>Year to date average total kilos of domestic waste land filled per capita is 29.8 against monthly maximum target of 29.83kg.</p> <p>Year to date municipal solid waste resource recovery rate is 41.2% against monthly target of 49.4%. This can be attributed to a 10% reduction in total green waste managed compared to the equivalent period last year.</p>
Deliver transport planning for the city.	2.5.1	Community & Customer Services	On Track	<p>Short term actions to be delivered this financial year have been defined and are currently being scoped for delivery. In addition to these projects a number of current advocacy roles are continuing with key agencies such as the Department of Transport and Main Roads, including Translink and transport service providers.</p> <p>Currently in recruitment process to appoint a Principal Transport Planner to deliver the new Transport Plan.</p>



### 3. Embracing the bay

#### 2020 Strategic Outcomes

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

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

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

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

3.5 Priority Development Areas support equitable outcomes for island residents, such as access to transport and facilities.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Partner with Healthy Land and Water to monitor and improve the values of waterways and the bay, and enhance the community's experience of the bay.	3.1.1	Community & Customer Services	On Track	Council attended Healthy Land and Water Monitoring and Evaluation Steering Committee meeting. Lower Brisbane and Redlands Catchment Action Plan project continues including the development of a preliminary assessment of an initial list of priority projects. Council continues to develop a Pest Fish Action Plan to enhance the ecological health of local waterways. Water quality monitoring (ambient, rainfall event and fish) for Annual Waterway Recovery Report complete. Routine monitoring of recreational waters continued monthly for the 12 sites across the city. Water quality was reported as being generally good.
Partner with Education Queensland in activating the community use of schools for sport and recreation purposes.	3.2.1	Infrastructure & Operations	On Track	Partnerships with Victoria Point High School ongoing with stakeholders submitting funding under the State Government's Get Out Get Playing funding for irrigation and drainage to the school's main field. This will assist AFL, Rugby League and Football user groups who use this facility.
Develop a coastal adaptation strategic plan.	3.3.1	Infrastructure & Operations	On Track	Coastal Adaptation Strategy Part 2 (Emerging Risks) is currently underway and the initial stages of this project are on track. Redland City Council secured funding under the Qcoast 2100 funding program to deliver the initial stages of Part 2 of the Coastal Adaptation Strategy. The project team commenced a review of all work completed to date to ensure it is consistent with the Minimum Standards and Guidelines, (which is a funding requirement specified by the Qcoast 2100 program).

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Build community resilience to ensure residents have capacity to prepare, respond and recover from severe weather events.	3.3.2	Organisational Services	On Track	All community engagements have a focus on multi-agency involvement and include but are not limited to Queensland Fire and Emergency Services; State Emergency Service; Rural Fire Brigade; Queensland Police Service; Surf Life Saving Queensland and Councils' Conservation and Disaster Planning & Operations teams. A total of 15 community engagements have been delivered across Redland City mainland and islands from July 1 through to 30 September 2017.
Manage risk and hazards to the public.	3.4.1	Infrastructure & Operations	Complete	Hazard signs have been installed at Raby Bay and Wellington Point identifying specific aquatic hazards at each location. Program will continue as part of the asset renewal program as signage assets require replacement.
Progress development of Priority Development Area (PDA) activities.	3.5.1	Redlands Investment Corporation	On Track	The project will now be assessed under the Commonwealth Environment Protection and Biodiversity Conservation Act 1999 (the EPBC Act) for a decision. Walker Group is now liaising with the state and federal governments to determine the most suitable assessment method.

## 4. Quandamooka Country

### 2020 Strategic Outcomes

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

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

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

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

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Increase Redland City Council elected members and staff awareness of cultural heritage.	4.1.1	Human Resources	Monitor	Training opportunities for Aboriginal Cultural Heritage Training have been discussed with the Quandamooka Yoolooburrabee Aboriginal Corporation.
Embed Indigenous cultural awareness training at Redland City Council.	4.1.2	Human Resources	Monitor	Cultural awareness training is included in the organisation's corporate induction for new staff members. Development of further cultural awareness training is currently underway.
Update Council's Aboriginal and Torres Strait Island Community Policy and Guidelines.	4.1.3	Organisational Services	On Track	Council worked with the Department of Aboriginal and Torres Strait Islander Partnerships to present an information session on 22 August 2017 on the Aboriginal Cultural Heritage Act 2003 to Councillors.  Council continues to engage the Quandamooka Yoolooburrabee Aboriginal Corporation to manage and protect Aboriginal Cultural Heritage in Redlands.
Promote awareness and understanding of the local Aboriginal and Torres Strait Islander culture through events.	4.2.1	Organisational Services	On Track	Council delivered a number of events during National Aboriginal and Islander Day of Observance in Redlands to promote awareness and understanding of the local Aboriginal and Torres Strait Islander cultures.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Deliver programs, events, displays and exhibitions through Council's libraries, art galleries and performing arts centre to showcase Aboriginal history, art and culture and enhance community understanding of these aspects.	4.2.2	Community & Customer Services	On Track	Redland Performing Arts Centre presented three performances for the Quandamooka Festival – The Seven Stages of Grieving from Queensland Theatre Company at the Arts Centre Concert Hall and also at Dunwich Community Hall; and the Wantok Music Showcase was presented in the Concert Hall. Quandamooka artists public art banners have been installed on the wall of Redland City Council's main administration building adjacent to the Redland Art Gallery, on the Howard Walker Jetty, North Stradbroke Island and on the Shore Street North facing wall at Redland Performing Arts Centre. Redland Libraries attended the Dunwich State School celebrations for NAIDOC on 14 July 2017 with a pop up library and craft activities which was funded through the First 5 Forever early literacy program. Redland Libraries also promoted Indigenous Literacy Day in September and raised over \$1200 for the Indigenous Literacy Foundation through book sales.
Partner with QYAC to plan and monitor commitments under the ILUA.	4.3.1	Organisational Services	On Track	On 7 September 2017, Council and the Quandamooka Yoolooburrabee Aboriginal Corporation convened the Indigenous Land Use Agreement - Capital Works Forum on North Stradbroke Island. The forum was facilitated by Council's General Manager of Infrastructure and Operations.
Plan and deliver commitments under the ILUA in partnership with QYAC.	4.3.2	Organisational Services	On Track	Council continues to work in partnership with the Quandamooka Yoolooburrabee Aboriginal Corporation to deliver on the commitments under the Indigenous Land Use Agreement. The Indigenous Land Use Agreement Consultative Committee Meeting is scheduled to occur in the next quarter.
Support the development of eco-cultural tourism.	4.4.1	Organisational Services	On Track	Indigenous cultural tourism - achieved promotion of Quandamooka Festival on Channel 7's 'Great Day Out', Sunday Mail, Our Redlands and Council's social media; facilitated partnership between Quandamooka Festival and Redfest, continued to work on funding increase for iconic entry signs on North Stradbroke Island as part of Transition Strategy; and continued to liaise with stakeholders on Redlands Indigenous Cultural Tourism Plan.

## 5. Wise planning and design

### 2020 Strategic Outcomes

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

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

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Implement the Local Government Infrastructure Plan.	5.1.1	Community & Customer Services	On Track	Public consultation of the draft Plan occurred between July and August. Five submissions in total were received. An amended draft Plan was prepared in response to those submissions. A submission response report and second statutory compliance check were completed. Council resolved on 4 October to support the amended draft and to forward to the State Government for second state interest review and approval to adopt.
Implement the Netserv Plan.	5.1.2	Infrastructure & Operations	On Track	The revised Netserv Plan Part A was adopted at the General Meeting on 4 October 2017. Capital works delivery aligned to that plan is underway for this financial year.
Commence the Redland City Plan.	5.1.3	Community & Customer Services	On Track	The draft Redland City Plan remains with the Queensland State Government awaiting final Ministerial approval to commence. Implementation of an internal training program to support the operation of the new City Plan has commenced. Work is being undertaken on a proposed future major amendment to City Plan after this has been approved by the Minister and commenced.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Coordinate a centres master planning and place making program.	5.2.1	Community & Customer Services	On Track	<p>Sites have been selected for installation of People Counters across the central business district (CBD) to provide base line measures for evaluation of place making interventions. Stakeholder engagement continued with property owners in the CBD to help stimulate interest and action in place making and revitalisation endeavours. Redlands Place Makers Cleveland, a new volunteer community group, have been progressing toward a sustainable structure.</p> <p>Work continued on a program model for place making for other key centres in Redland City, based on outcomes of interventions in the Cleveland CBD.</p> <p>The Heads of Agreement between Metro South Hospital Board, Redland Mater Private Hospital and Redland City Council for the Redlands Health and Wellbeing Precinct has been finalised. Planning consultants have begun to undertake investigations of the area.</p>
Develop master plan for Redland Aquatic Redevelopment.	5.2.2	Infrastructure & Operations	On Track	<p>Consultant team engaged to undertake preliminary planning assessments and develop component brief based on community consultation, and previous feasibility reports. Stage 1 Project Appreciation Report completed, with Stage 2 Master plan due for completion by November 2017.</p>
Plan for future use of surplus commonwealth land at Birkdale.	5.2.3	Community & Customer Services	Monitor	<p>The proposed project to determine the most appropriate future use of the land is currently on hold pending ongoing negotiations with the Australian Communications and Media Authority (ACMA) and Air Services Australia. It is unlikely these negotiations will be finalised this calendar year.</p>
Maintain effective systems and processes that underpin quality, timely decision making for development applications.	5.3.1	Community & Customer Services	On Track	<p>Following the commencement of the new Planning Act system updates have been implemented. The next iterations of Council's development assessment online lodgement service are currently being developed in collaboration with Council's Information Management Group to expand functionality and incorporate additional application types. Work has commenced on ePlanning Improvements project funded by the State Department of Infrastructure, Local Government and Planning Innovation and Improvement Fund. A review has commenced of application forms, procedures and processes ahead of City Plan implementation.</p>
Advocate for key city building infrastructure including identifying funding paths for delivery.	5.4.1	Community & Customer Services	On Track	<p>Council participated in the development of the South East Queensland (SEQ) Council of Mayors Advocacy Plan that will be used to advocate for Councils at the State election. Council also participated as a member of the Department of Infrastructure, Local Government and Planning's SEQ City Deal Economic Narrative Reference Group. Input and feedback was provided for the Brisbane's Future Tourism Infrastructure Needs Discussion Paper.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Plan and develop cross-boundary transport and infrastructure priorities.	5.4.2	Infrastructure & Operations	On Track	The Cross Boundary Connectivity is continuing to identify and advocate for key infrastructure projects that address transport and connectivity issues between Redlands and Brisbane. The technical working group, consisting of representatives from Department of Transport and Main Roads, Brisbane City Council and Redland City Council prepared a series of briefings and investigations for the Cross Boundary Connectivity Committee (consisting of elected members from Local, State and Federal parliament) which identified and evaluated key transport infrastructure projects. The purpose of these reports was for the Committee to align the priority for specific projects for delivery and highlight the benefit of these projects to a broader community base that is beyond local government boundaries.

## 6. Supportive and vibrant economy

### 2020 Strategic Outcomes

6.1 Council supports infrastructure that encourages business and tourism growth.

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

6.3 Council's involvement in the State Government's North Stradbroke Island Economic Transition Committee supports and aligns with Council's strategic objectives, which help deliver long-term economic sustainability for North Stradbroke Island (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 Weinam Creek PDA with a focus on economic growth.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Partner with external stakeholders to deliver key city building infrastructure to support Council's priorities.	6.1.1	Community & Customer Services	On Track	<p>Council successfully applied for funding through the Queensland Government Advancing Regional Innovation Program (\$500,000 over three years), which aims to support innovation and entrepreneurship in regional Queensland. Council is lead for the project and partners include Griffith University and Logan City Council.</p> <p>Council also received notice of a successful proposal and nominated early stage assessment under the Queensland Government Maturing the Infrastructure Pipeline Program to partner with the Department of Infrastructure, Local Government and Planning to help build a business case for a Cleveland Innovation Precinct.</p>
Develop tourism infrastructure.	6.1.2	Organisational Services	On Track	<p>Work continued on a destination website for the city; hosted two Redland Tourism Subcommittee meetings; completed foreshore protection works on Macleay Island with the construction of a rock revetment wall, beach access stairs and a ramp; continued to advocate to the State Government for an additional \$110 million in funding for tourism infrastructure on North Stradbroke Island; and continued to work with the State Government for funding for four new jetties on the Southern Moreton Bay Islands.</p>



Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Develop and deliver a unique Redland City brand.	6.1.3	Organisational Services	On Track	Council continued to work with the community and brand consultant on the development of a new brand for the Redlands. The research phases of the program were completed and development of 'look and feel' and tagline concepts began . The winners of Council's story competition to uncover the essence of the Redlands were announced.
Develop strategies and activities to support key events.	6.2.1	Organisational Services	On Track	<p>Council delivered four actions items from the Redland City Events Strategy and Action Plan 2017-2022 during the quarter. Sponsorship - implemented new online sponsorship application for in-kind sponsorship; Signature/ Destination Event Development - commenced development of five year strategy for RedFest.; Event Building and Packaging - assisted event organisers of RedFest and Quandamooka Festival to package their events to deliver a Quandamooka component in RedFest 2017; Leveraged off Commonwealth Games - continued to work on Commonwealth Games opportunities for the city including promotion, baton relay and community events.</p> <p>Cultural Policy - continued to review Council's Cultural Policy and develop a Cultural Plan 2017-2022. Facilitate delivery of events - delivered 7 community events attracting attendances of 3250 and assisted 20 community events attracting attendances of 79,400.</p> <p>Event permit process - coordinated 27 Red Team event meetings to ensure streamlined event permit allocation for community events.</p>
Plan and coordinate Redland's participation in the Gold Coast Commonwealth Games legacy events.	6.2.2	Community & Customer Services	On Track	Redland City Council's Commonwealth Games Liaison Committee, which includes representation from the Office of the Commonwealth Games, Department of Tourism, Events and Small Business (DTESB), continues to meet on a monthly basis. Council applied for a 'Game on Queensland' grant, which are available from the Queensland Government to local councils to deliver sport and recreation events and programs in the lead-up to, during and after the Gold Coast 2018 Commonwealth Games. Work continued on preparations for Cleveland to host a leg of the Queen's Baton Relay on Saturday 31 March 2018. Council continued to advocate to DTESB for Redlands' involvement in the Trade 2018 program as well as to host Commonwealth Games sporting teams from around the world, and to conduct famils to the Redlands from the Gold Coast and Brisbane for dignitaries visiting around the time of the Commonwealth Games.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Support economic transition for North Stradbroke Island (NSI).	6.3.1	Community & Customer Services	On Track	<p>Council is leading one project (Project 13: Location and Interpretive Signage) and is a stakeholder on a further 17 of 23 projects under the Queensland Government's North Stradbroke Island Economic Transition Strategy.</p> <p>Council is awaiting feedback from the State about a request for additional funding to allow for public art interpretive signage as part of Project 13: Location and Interpretive Signage before finalising the project funding agreement.</p> <p>The Quandamooka Yoolooburrabee Aboriginal Corporation is now leading Project 16: Develop and improve recreational trails on the island, with Council to remain a partner on the project.</p> <p>An internal working group established by Council, with representation from the Department of State Development, continues to meet on a monthly basis to coordinate Council communications and participation in projects being funded under the North Stradbroke Island Economic Transition Strategy.</p>
Develop strategic opportunities for Redland City Council land holdings.	6.4.1	Redlands Investment Corporation	On Track	The Oaklands Street townhouse project, Ava Terraces has commenced. Redland Investment Corporation continues to assess opportunities on various sites.
Develop action plans for key industry sectors.	6.5.1	Community & Customer Services	On Track	Two industry sector strategies and action plans in the areas of Education and Training and Health Care and Social Assistance have been developed. The industry blueprints, which incorporate input from industry stakeholders, Council and the Redland Economic Development Advisory Board, include an analysis of economic trends, industry drivers and opportunities as well as actions that are prioritised in consideration of potential for job creation and sustaining economic growth. The action plans were presented at Council's General Meeting on 6 September 2017. Council resolved to receive the two strategies and action plans, and that within three months officers will outline the delivery and implementation schedule for both industry sector action plans including timeframes, accountable parties and corresponding budget and resource considerations.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Facilitate process with Economic Development Queensland.	6.6.1	Redlands Investment Corporation	On Track	Toondah Harbour Priority Development Area (PDA): The project will now be assessed under the Commonwealth Environment Protection and Biodiversity Conservation Act 1999 (the EPBC Act) for a decision. Walker Group is now liaising with the State and Federal governments to determine the most suitable assessment method. Weinam Creek – the Request for Proposal Process continues.

## 7. Strong and connected communities

### 2020 Strategic Outcomes

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

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

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

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

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

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Design and deliver an annual calendar with a range of festivals, events and activities across the city.	7.1.1	Community & Customer Services	On Track	<p>Council continues to design and deliver the annual events calendar with a range of festivals, events and activities across the city. In the first quarter, Council designed and delivered seven corporate events attracting 3,250 people. Council also facilitated the delivery of 20 community run events, festivals and activities with an attendance of 79,400 people.</p> <p>Community Grants and Sponsorship - 7 Organisation Support Grants were assessed and approved. 6 Conservation Grants were assessed and 3 were approved. 6 Project Support Grants were assessed and 4 approved. 12 Capital Infrastructure Grants were assessed and 6 approved.</p>
Develop a public art strategy for Council that maximises community benefits from grant funding and ensures a vibrant public art program across the city.	7.1.2	Community & Customer Services	On Track	A register of artists has been developed, including local artists, that have an interest in becoming involved in future projects. Two murals at Wellington Point have been completed.
Plan for effective sport and recreation areas.	7.2.1	Infrastructure & Operations	On Track	Early planning stage underway with the Heinemann Road property being acquired. The site is currently being surveyed and to be completed by December 2017.
Develop master plan for Cleveland activities precinct.	7.2.2	Infrastructure & Operations	On Track	William Ross Park Round 2 consultation completed. Project progressing through detailed design.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Finalise and implement Council's library strategy to align library services to ongoing and changing customer needs.	7.2.3	Community & Customer Services	On Track	Council's new library strategy was adopted at the General Meeting on 4 October 2017. This five year strategy sets the direction for the library service for the next five years and is structured around four goals: welcoming destinations and flexible spaces; innovative and accessible services; activate through programs and partnerships; and a skilled and cohesive team. New WiFi services were introduced for Russell Island library in July 2017 and opening hours were extended from 30 August 2017. A new customer service centre at Victoria Point library opened in July 2017. Library programs included code clubs, pop up libraries, visits to childcare centres, literacy programs for children aged 0-5 and school holiday activities.
Partner with community organisations and the private sector to deliver social infrastructure supporting community needs.	7.3.1	Community & Customer Services	Monitor	<p>Council has submitted a request for funding for the Cleveland Community Hub under the 2017-19 Local Government Grants and Subsidies Program. Draft service models, and funding sources (including budgeting for the 2017-2018-2019 financial years) have been developed.</p> <p>A land options analysis, development options paper and design concepts have been drafted for the Cleveland Community Hub, with stakeholder consultation ongoing. Costings have been provided for development options, and a feasibility study has been completed to support location of the hub. Operating models have also been drafted.</p>
Provide opportunities for volunteers to participate in a range of existing Council projects and activities.	7.4.1	Community & Customer Services	On Track	Opportunities were provided to volunteer workers within the IndigiScapes Centre's nursery, café, after hours Wildlife Ambulance, wildlife volunteer network phone service, citizen science and Bushcare.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Promotion and delivery of multi-agency education programs.	7.5.1	Organisational Services	On Track	<p>All community engagements have a strong focus of community education and building partnerships in the multi-agency space. Our focus is to build community resilience by providing the tools to assist in disaster preparedness across the community. At these engagement opportunities we encourage everyone, residents and visitors alike to visit our Redland Disaster Plan website: <a href="http://www.redlanddisasterplan.com.au">www.redlanddisasterplan.com.au</a></p> <p>July: 4 Community Engagements – NAIDOC Celebrations at Dunwich; Flinders Day on Coochiemudlo Island; Anglicare at Cleveland and a Community Event held at Judy Holt Park.</p> <p>August: 6 Community Engagements – Street Speaks Capalaba; Mount Cotton Skate Park Opening; Mayoral Prayer Breakfast at Wellington Point; Presentation at the Church of Jesus Christ of Latter-Day Saints at Cleveland; Ormiston College Year 3 and Sheldon College Year 8.</p> <p>September: 5 Community Engagements – Redfest at Cleveland; Savvy Seniors on Macleay Island; Redlands Community Volunteers Meeting at Capalaba; Street Speaks at Redland Bay and a presentation to Wellington Manor in Birkdale.</p>

## 8. Inclusive and ethical governance

### 2020 Strategic Outcomes

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

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

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

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

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

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Transform Council's systems and processes.	8.1.1	Organisational Services	On Track	<p>The Property and Rating system process mapping has been completed and a summary will be provided to the Information Management steering committee. The Information Management Group is now working with front line customer services to develop efficiency and automation across the customer request process. This will also help formulate the new MyServices customer portal.</p> <p>The Information Management Group received handover of the modular Data Centre on 22 September 2017 and is in the final stages of procurement for a converged Infrastructure environment. Information Management is also progressing a cyber security and firewall review and has implemented a managed security service for Cyber threats detection, incident response and staff awareness programs this quarter.</p> <p>Information Management has commenced the replacement of the Red-E-map Geographic Information Systems utilising the new ESRI platform to deliver significant functionality and usability enhancements to both the community, stakeholders and internal business units.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Improve Council's e-service capability.	8.1.2	Organisational Services	On Track	<p>Enhanced e-services capability by implementing an online Development Application Lodgement function which allows customers to submit the following applications, Material Change of Use, Operational Works, Reconfiguring a Lot and Approving Plan of Subdivision development applications including BPAY for applications lodged.</p> <p>New online bin day calendar went live on Council's website enabling residents to find out when their general waste, recycling and green waste bins are collected. In first month after going live there were 2,675 page views.</p>
Optimise Redland City Council's asset management governance.	8.2.1	Organisational Services	On Track	<p>Phase 1 documentation was presented to the Executive Leadership Team on 2 August 2017 ahead of Council's General Meeting on 23 August 2017. Documents included Asset Management Framework, Asset Management Policy, Organisational Structure Report including Roles and Responsibilities and Asset Management Governance Framework. Council's General Meeting on 23 August 2017 resolved to progress the project and accept the Asset Management Governance Model. The project has also commenced the Asset and Service Management Plan, Creation Workshop Series for Authors, Reviewers and Approvers. This is a series of 8 workshops over 10 weeks to improve the quality and consistency of Council's Asset and Service Management Plans.</p>
Establish governance over strategic and operational planning.	8.3.1	Organisational Services	On Track	<p>Corporate Planning commenced drafting the development, approval, review, and implementation of strategies and plans. Work commenced on the integration of annual planning, budget, and portfolio processes to improve transparency and informed decision making.</p>
Align staff capability and performance to deliver the Corporate Plan 2020 Outcomes.	8.3.2	Human Resources	On Track	<p>The MyGoals working group finalised the 2017 MyGoals Conversation Guide and tested in Aurion v11 upgrade. MyGoals 'to be' framework discussions have been finalised with minor changes made to MyGoals form and a total rewrite of the MyGoals Guideline and Procedure. MyGoals now includes Achievements, My Workplace Priorities, My Value Commitments, My Development and Career Plan.</p> <p>The Internal / External Coaching Bench and in-house Mentoring Program for employees continues. The Chief Executive Officer's Internal Vision Facilitation Pack was created and Group Managers commenced vision / values activities in September 2017.</p>



Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Further enhance the continual improvement culture supporting service delivery.	8.4.1	Organisational Services	On Track	<p>A standard approach to documenting processes has been established in the draft process framework, and training in the process management software Promapp has commenced for specific business units across Council.</p> <p>A Project Management Community of Practice was established in August 2017 by the Portfolio Management Office (PMO), to improve project/ program management maturity to bring together Redland City Council's Project Management Community allowing officers to share project and program management experiences and learnings.</p>
Embed change management capability within continual improvement programs.	8.4.2	Human Resources	On Track	Processes developed and aligned to the Portfolio Management Office to identify and monitor enterprise change portfolio. Change management workshop undertaken by Group Managers as part of Leadership Development program. Foundational Change management workshop for all employees has been developed.
Align the organisation to meet changing operational requirements.	8.4.3	Human Resources	On Track	In the last quarter the workplace relations team has progressed the pre-planning strategy for enterprise bargaining with the newly formed Executive Leadership Team and has secured an administrative increase to the mutual satisfaction of internal and external key stakeholders prior to formal bargaining.
Drive innovation and improvement through capable leadership.	8.4.4	Human Resources	On Track	Consults with Group Managers on topics for the Enabling Leaders Program has been finalised. Consults with Service Managers has been finalised with topics being determined. A joint Executive and Senior Leaders 2 day workshop was held on Coaching Conversations for People Leaders. Designed and developed the Mate to Manager Program which targeted 'leading self' and 'managing teams' with the second round of the Program completed.
Improve organisational performance through employee feedback.	8.4.5	Human Resources	On Track	<p>Council sought feedback from all managers within the Operational Leadership Group on the topics for inclusion in their Leadership Development Program which will be used in planning leadership development and talent management initiatives in the next 12 months. Council also sought feedback from all employees on the current reward and recognition program, seeking ideas for improvement and how the program can enable organisational performance.</p> <p>The next internal MySay (employee satisfaction) survey to be determined following research undertaken on several survey methodologies.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Deliver a healthy and safe Redland City Council environment.	8.4.6	Human Resources	On Track	<p>Redland City Council continued to strive for a workplace that has a risk level that is as low as reasonably practical and therefore a risk of injury or illness is as low as we can achieve.</p> <p>The Safety Management Plan continued to focus on a wholistic approach to Workplace Health, Safety and Wellbeing by balancing compliance, climate and culture. Orange Week safety activities were undertaken including the delivery of a mock court session for the Operational Leadership Group.</p> <p>Redland City Council continued with the delivery of the Redland City Council Ageing Workforce Strategy and the Sedentary Workers Ergonomic 'Take a Stand' Strategy with a focus on workstations and office ergonomics.</p> <p>The Self Insurance Audit for Redland City Council was conducted in August with the Redland City Council score continuing to improve, exceeding the minimum score required. The WHS Management Committee reviewed the outcomes and recommendations of the 2017 Audit at it's September Committee Meeting.</p>
Review Council's community engagement model and framework.	8.5.1	Organisational Services	On Track	Continued work on program to deliver city-wide community engagement on canal and lake maintenance.