



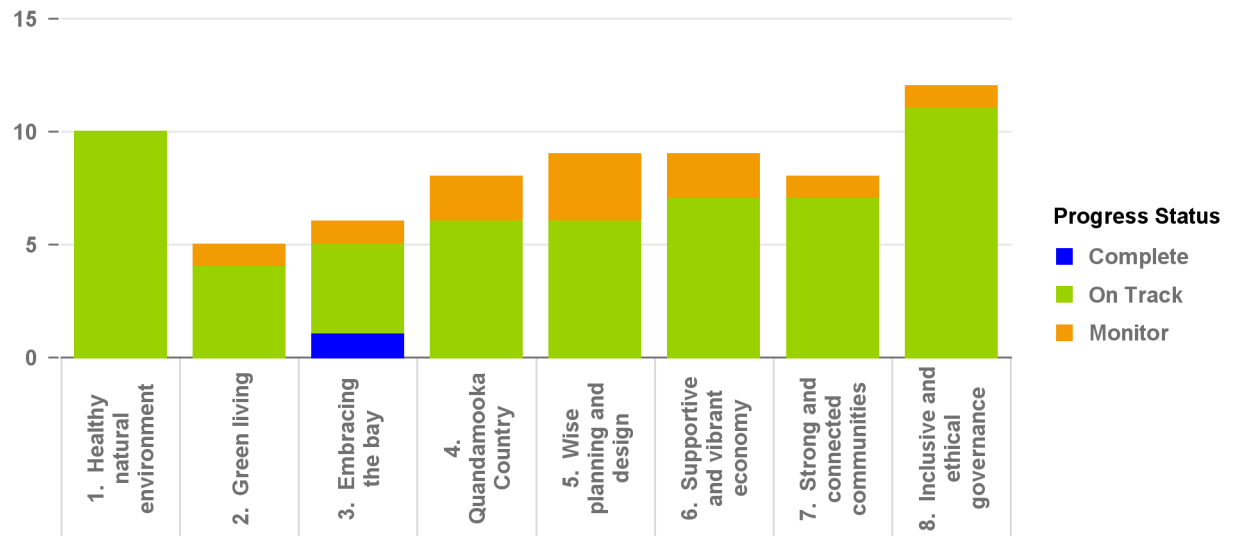
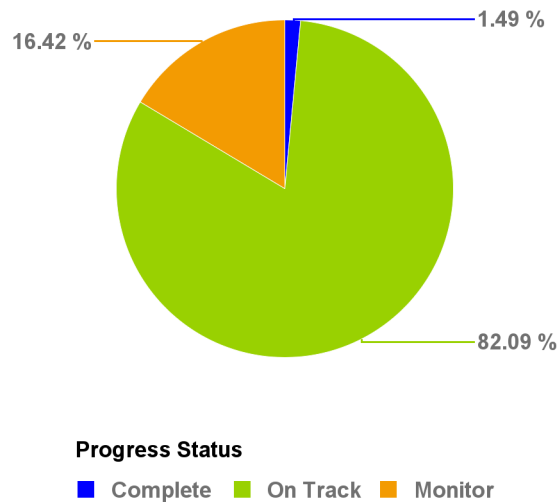
# Operational Plan 2017 - 2018

**October to December 2017**



# Vision Outcome Summary

Vision Outcome	Complete	On Track	Monitor	Total
1 Healthy natural environment	0	10	0	10
2 Green living	0	4	1	5
3 Embracing the bay	1	4	1	6
4 Quandamooka Country	0	6	2	8
5 Wise planning and design	0	6	3	9
6 Supportive and vibrant economy	0	7	2	9
7 Strong and connected communities	0	7	1	8
8 Inclusive and ethical governance	0	11	1	12
<b>Total</b>	<b>1</b>	<b>55</b>	<b>11</b>	<b>67</b>



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

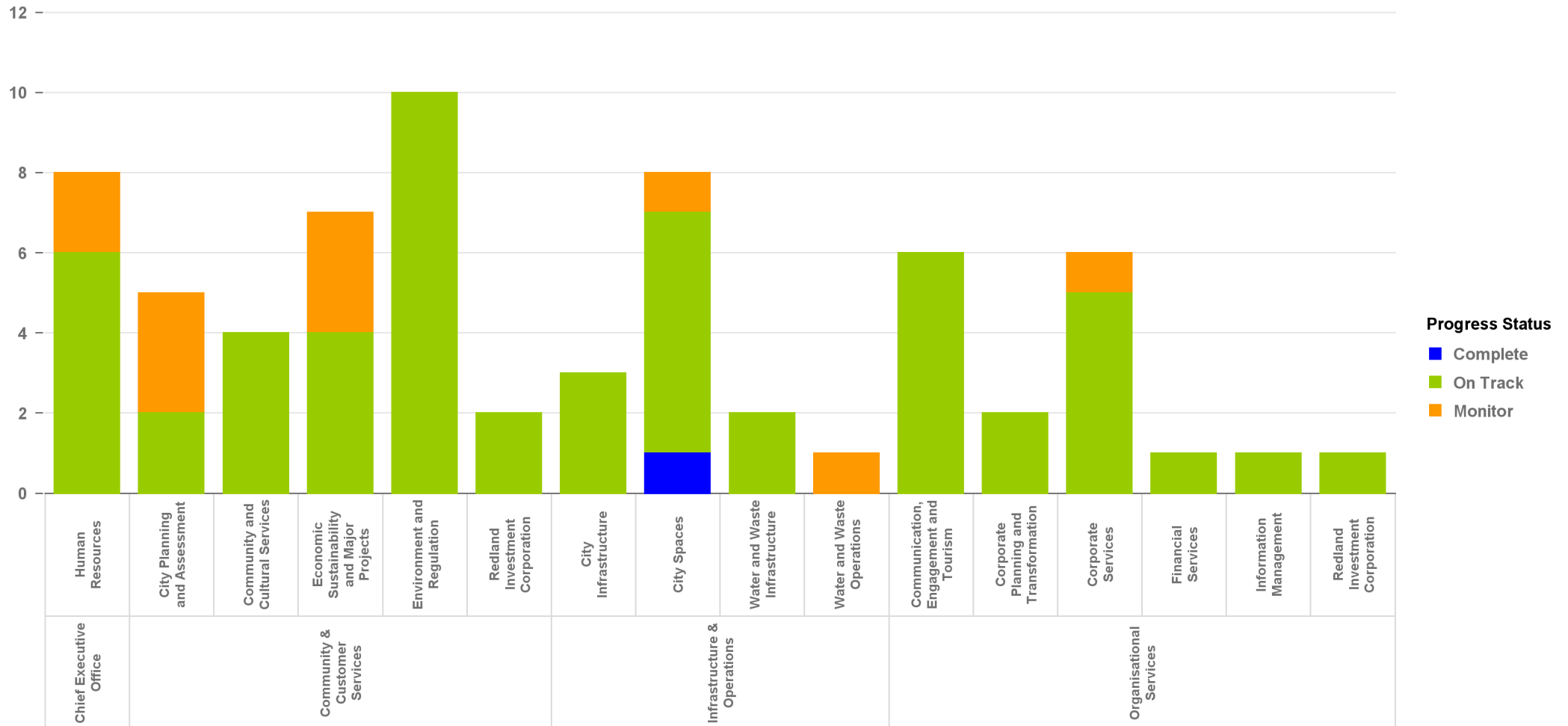
**Monitor** There are issues with timeframes and/or budget but is still expected that with close monitoring the significant activity will be delivered

**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	6	2	8
Community & Customer Services	0	22	6	28
Infrastructure & Operations	1	11	2	14
Organisational Services	0	16	1	17
<b>Total</b>	<b>1</b>	<b>55</b>	<b>11</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	<b>On Track</b>	<p>Council's Roads, Drainage &amp; Marine unit is active in its maintenance management system of a number of Stormwater Improvement Devices (SQIDs) that contribute to the biodiversity, ecosystem and water within the Redlands.</p> <p>Work undertaken in the last quarter has included the retrofitting of existing water body into a vegetated swale. The current maintenance program is undertaken eight times a year on two water bodies which include: manual weed control, rubbish removal, planting and spraying out water weeds.</p>
Plan and deliver conservation restoration activities.	1.1.2	Infrastructure & Operations	<b>On Track</b>	<p>Rehabilitation works were completed during spring/early summer (weed control and revegetation works). Commenced planning for future works within the autumn months in prioritised catchments for Coolwynpin, Tarradarrapin, Hilliards, Moogurrapum and Erapah.</p>
Engage and deliver restoration through partnership with community and external groups.	1.1.3	Community & Customer Services	<b>On Track</b>	<p>Redland City Council community environmental extension services engaged with private land owners through ongoing work in the following programs: Land for Wildlife, Koala Conservation Agreement Program, Waterways Extension Program and Your Backyard Garden.</p> <p>A total of 42 community Bushcare groups are active and working with Council in the Redlands. The total number of plants planted was 2,600 for this quarter. Of these, 75 were koala food trees. In addition, 68 working bees were undertaken during October to December.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Continue implementing a program to plant one million native plants in the Redlands by 2026.	1.1.4	Infrastructure & Operations	On Track	Approximately 12,500 plants were planted in the second quarter by Parks and Conservation and Bushcare. To date, a total of 25,000 plants have been planted, which contributes to the 1 Million Native Plants project. Approximately 105,800 plants have been planted since the count began on 1 July 2016.
Implement the Natural Environment Policy.	1.2.1	Community & Customer Services	On Track	Council's Koala Conservation Strategy and Action Plan implementation is on track with research completed on methods for assessing koala populations, and investigating options for future koala surveys. The Wildlife Connections Plan (Networks and Corridors Strategy) is in final stages of review.
Plan and deliver community education programs to protect native wildlife.	1.2.2	Community & Customer Services	On Track	The Raptor Wrap, a presentation from Osprey House, Birdlife and Redland City Council Wildlife team about bird monitoring was delivered in November 2017 with 12 participants. A community education event on flying foxes and their behaviour was delivered in October with approximately 50 attendees. The North Stradbroke Island koala count was conducted with 35 volunteers presenting to assist with the count.
Partner with community for improved environmental outcomes.	1.3.1	Community & Customer Services	On Track	<p>Redland City Council conducted nine community events/ workshops, including:</p> <ul style="list-style-type: none"> <li>Horse management workshop</li> <li>Cambomba and Salvinia Check in Eprapah Creek</li> <li>Snake workshop</li> <li>Karragarra Mangrove Walk</li> <li>Raptor Wrap workshop</li> <li>Embrace the Bay activity</li> <li>Compost workshop</li> <li>Rain-gardens workshop.</li> </ul> <p>27.3 kg soft plastics, 16 kg batteries, 50 kg of storage media and 8 kg of coffee pods were recycled via the IndigiScapes Centre during October to December and 16 schools and child care centres participated in the waste education program.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Deliver land management extension programs within the community.	1.3.2	Community & Customer Services	On Track	Redland City Council community environmental extension services have engaged with private land owners which resulted in: Two private properties signed up to Land for Wildlife Six visits to new or existing Koala Conservation Agreement Program properties 25 visits to new or existing Waterways Extension Program properties 13 new Your Backyard Garden properties signed up, with a total number of 16 visits (new & existing) 3,410 plants distributed through all Habitat Protection programs (36 were koala food trees).
Enhance the visitor experience of Redland's natural assets.	1.4.1	Infrastructure & Operations	On Track	At Bayview Conservation Area the car park area has been sealed, shelter constructed, most of the area grassed, matting and mulch installed ready for planting, fencing in process of install and toilets almost at install point. Construction of trails has commenced. New trail signage has also been delivered and ready for install. New fencing has been installed at Redland Track Park to manage access from adjoining private land. Totals for December trail counters (counts all users) were: Bayview Conservation Area - Days Road entrance 3,067 Sharks Tail trail 447 Redland Track Park - Flinders Street entrance 2,580 Macdonald Road entrance 1,601 Clarke Street entrance 1,154 Firing Line trail 465.
Improve the customer experience at IndigiScapes.	1.4.2	Community & Customer Services	On Track	The underground infrastructure and concrete slab for the new IndigiScapes Nursery were completed as part of commencing the construction of the nursery. A development application for Stage 2 of the IndigiScapes Expansion (refurbishment and new build of the current IndigiScapes Centre) has been submitted and detailed design documentation has progressed in preparation for tender stage. The gift shop and centre facilities have undergone maintenance and furnishing improvements. Environmental education school holiday programs were delivered in December with strong attendance.

## 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	The draft Climate and Energy Action Plan remains under review and on schedule.
Provide information to raise community awareness and education.	2.2.1	Community & Customer Services	On Track	The Renewable Energy Feasibility study is ongoing, with opportunities identified to reduce consumption within Redland City Council buildings and services.  Key actions have been implemented with the development of an internal dashboard to monitor Redland City Council electricity usage across all main buildings and assets. Associated measures to reduce consumption such as smart metering, procurement of solar panels and change over of some key buildings has commenced. Solar power at the South Street depot is operational.
Plan and deliver waste management services to meet current and future needs of the city.	2.3.1	Infrastructure & Operations	On Track	Work has commenced on the waste disposal strategy review to plan for the expiry of the existing regional waste disposal agreement in mid-2020. Rehabilitation and remediation work continued on closed landfills to mitigate the risk of environmental harm with additional leachate monitoring technology being installed at Duncan Road baseball fields. Design is nearing completion for a leachate collection trench and capping improvement at Judy Holt Park on the northern batters.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Reduce the amount of waste going into landfill.	2.4.1	Infrastructure & Operations	Monitor	<p>Quarter two resource recovery and recycling rate was 43.6% of all waste managed for the period. Year to date resource recovery rate was 43.3% against a target of 49.4%. Resource recovery was less than target due to less than average rainfall resulting in 5% reduction in total green waste handled, and reduced timber recovery due to operational and contractual issues resulting in the material being sent to landfill.</p> <p>Year to date average total kilos of domestic waste land filled per capita was 31.5 against monthly maximum target of 29.83kg.</p>
Deliver transport planning for the city.	2.5.1	Community & Customer Services	On Track	<p>A Principal Transport Planner has been appointed and a consultant has been engaged to deliver a new transport strategy. Project planning has been completed and the project is on track to deliver the strategy by end of financial year. Commenced implementation on short term actions with ongoing advocacy to key agencies.</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	Embrace the Bay event was held in December with wide industry (sports and recreation) and community participation. Ongoing engagement and partnership with Healthy Land and Water. The 2017 South East Report card was released in November. Ongoing monitoring of Redlands waterways (12 sites).
Partner with Education Queensland in activating the community use of schools for sport and recreation purposes.	3.2.1	Infrastructure & Operations	Monitor	Application from stakeholders to the State was unsuccessful and will be reprioritised with stakeholders as part of future provisions for sport and recreation.
Develop a coastal adaptation strategic plan.	3.3.1	Infrastructure & Operations	On Track	Development of the Coastal Adaptation Strategy has continued in line with the project plan. The project team has continued to analyse coastal hazards effecting the city and consultation with State Government's QCoast 2100 Program Coordinators has occurred to align the project plan with the QCoast 2100 Minimum Standards and Guidelines.

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	<p>Eight activities aimed at enhancing community resilience were conducted during the quarter.</p> <ol style="list-style-type: none"> <li>1. A joint training day and tour of the State Disaster Coordination Centre with Southern Moreton Bay Islands Community Champions and Disaster Chaplains</li> <li>2. State Emergency Services Shipping Containers additional storage</li> <li>3. State Emergency Services Redland Bay - upgrade of amenities and additional space created by the move of Lions Club Redland Bay to new facility</li> <li>4. Lions Club Redland Bay - move to new facility, assisted by State Emergency Services Redland Bay</li> <li>5. Southern Moreton Bay Islands and North Stradbroke Island Disaster Plans DL Flyers completed</li> <li>6. Bush Fire Review - 52 of 56 recommendations completed or commenced</li> <li>7. Benchmarking presentation by Queensland Reconstruction Authority</li> <li>8. Evacuation Centres equipped with resources to enable the establishment of centre when required.</li> </ol>
Manage risk and hazards to the public.	3.4.1	Infrastructure & Operations	Complete	Installation of canoe trail signage as part of Enhancing the Visitor Experience.
Progress development of Priority Development Area (PDA) activities.	3.5.1	Community & Customer Services	On Track	<p>Redland Investment Corporation (RIC) assisted Walker Group in its liaison with the State and Federal governments to determine the most suitable assessment method for the Environmental Impact Statement phase of the Toondah Harbour PDA project.</p> <p>The request for proposal feedback from the assessment panel for the Weinam Creek PDA was reviewed by RIC and Council.</p>

## 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. A request for the next available training sessions dates was made by Council. A review of training lists has commenced to update the list of Council staff members requiring the training.
Embed Indigenous cultural awareness training at Redland City Council.	4.1.2	Human Resources	On Track	Cultural awareness training is included in the organisation's corporate induction for new staff members. Development of further cultural awareness training is currently underway.  Staff were surveyed during 2017 at National Reconciliation Week cultural awareness sessions and results were considered as part of cultural awareness content for the corporate induction and further programs being developed.
Update Council's Aboriginal and Torres Strait Island Community Policy and Guidelines.	4.1.3	Organisational Services	On Track	Redland City Council continues to observe cultural protocols of incorporating a welcome to country, smoking ceremony and an acknowledgement of country at significant events.
Promote awareness and understanding of the local Aboriginal and Torres Strait Islander culture through events.	4.2.1	Organisational Services	On Track	Redland City Council continues to engage and collaborate with Aboriginal and Torres Strait Islander groups and individuals through events including the Christmas by Starlight event.

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	<b>On Track</b>	As part of the 2017 Quandamooka Festival, a nine-metre tall mural entitled Dabilbahnba (meaning place of saltwater) has been created on the Cleveland Library building in Middle Street. Prominent Quandamooka artists, mother and daughter team Sandra and Shara Delaney have worked to bring the mural from conception to completion in collaboration with mentoring artists Matthew Newkirk and Deb Mostert and project curator Craig Flood, from CREATIVEMOVE. Sandra and Shara Delaney hosted an artists' talk at the Redland Art Gallery, Cleveland on 3 December. Dabilbahnba is a 2017 Quandamooka Festival project partnered by QYAC and the Creative Arts Redlands' Public Art Program of Redland City Council.
Partner with QYAC to plan and monitor commitments under the ILUA.	4.3.1	Organisational Services	<b>Monitor</b>	The Indigenous Land Use Agreement (ILUA) Consultative Committee meeting scheduled for mid December was postponed until 2018. Many of the ILUA commitments continue to be progressed through operational meetings between Council and Quandamooka Yoolooburrabee Aboriginal Corporation.
Plan and deliver commitments under the ILUA in partnership with QYAC.	4.3.2	Organisational Services	<b>On Track</b>	Redland City Council continues to support and resource the delivery of commitments under the Indigenous Land Use Agreement with the Quandamooka People.
Support the development of eco-cultural tourism.	4.4.1	Organisational Services	<b>On Track</b>	Continued work on developing and promoting the first community celebration event in Australia for the Commonwealth Games Queen's Baton Relay at Point Lookout with the focus on Quandamooka culture including a Quandamooka baton bearer, smoking ceremony, dance, food and sand art. Promotion included Our Redlands magazine, mainstream media, social media and newsletters. Wrote and published a two-page centre spread on Quandamooka culture including arrival of whales, mullet and sea birds at North Stradbroke Island to promote Minjerribah as a global eco-tourism destination in Our Redlands magazine that is distributed to all Redlanders. Ran 'Quandamooka Man' video highlighting Quandamooka culture and Minjerribah as a tourism destination at Christmas By Starlight event in December 2017. Redland Visitor Information Centre staff undertook cultural tour and talk by Quandamooka Traditional owner Matt Burns with the aim of helping staff to promote Minjerribah as a global eco-tourism destination and Quandamooka culture.

## 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	<b>Monitor</b>	The Local Government Infrastructure Plan (LGIP) is currently with the Department of State Development, Manufacturing, Infrastructure and Planning for the Minister's second review and final approval phase. The process is currently on hold because of the recent election, with the State advising it will restart the assessment clock on 19 February.
Implement the Netserv Plan.	5.1.2	Infrastructure & Operations	<b>On Track</b>	The revised Netserv Plan Part A was adopted at the General Meeting in October 2017. Capital works delivery has been aligned to the revised Netserv plan.
Commence the Redland City Plan.	5.1.3	Community & Customer Services	<b>Monitor</b>	The draft City Plan remains with the Queensland State Government awaiting final Ministerial approval to commence later this year. A package of proposed future major amendments to the draft City Plan is currently being prepared.
Coordinate a centres master planning and place making program.	5.2.1	Community & Customer Services	<b>On Track</b>	Council commenced the process of installing people counters across the central business district on selected Council infrastructure. An inception meeting was held for the Redlands Health and Wellness Precinct, with a follow up Concept Option Workshop undertaken by the project consultant with Council staff and joint venture partners (Metro South Hospital and Redlands Mater Private Hospital). The draft Redland Health and Wellness Precinct Stage 1 Report (Demand Drivers Assessment) was received by Council and joint venture partners for review and feedback.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Develop master plan for Redland Aquatic Redevelopment.	5.2.2	Infrastructure & Operations	On Track	Memorandum Of Understanding between Council and Surf Life Saving Queensland signed October 2017. Pre-planning investigations complete. Project Steering Committee instructed the project team to progress schematic design.
Plan for future use of surplus commonwealth land at Birkdale.	5.2.3	Community & Customer Services	Monitor	The Birkdale Commonwealth Land Review project was placed on hold in May 2016 pending potential land purchase negotiations between Council and the respective Commonwealth Agencies (Airservices Australia - ASA and the Australian Communications and Media Authority - ACMA). Since this time the Redland Investment Corporation (RIC), acting on behalf of Council, has continued to pursue discussions and negotiations with ASA and ACMA regarding the potential land acquisition.
Maintain effective systems and processes that underpin quality, timely decision making for development applications.	5.3.1	Community & Customer Services	On Track	While Council is still waiting on State Government approval of the City Plan, systems and processes continue to be maintained and improved for development assessment services. Work is ongoing on the ePlanning project funded by the former State Department of Infrastructure, Local Government and Planning Innovation and Improvement Fund.
Advocate for key city building infrastructure including identifying funding paths for delivery.	5.4.1	Community & Customer Services	On Track	Council continued to participate as a member of the Department of State Development, Manufacturing, Infrastructure and Planning SEQ City Deal Economic Narrative Reference Group, and participated in a workshop about the draft SEQ City Deal Framework.
Plan and develop cross-boundary transport and infrastructure priorities.	5.4.2	Infrastructure & Operations	On Track	The Cross Boundary Connectivity Committee continued to advocate for the alignment of significant transport infrastructure projects between Brisbane and the Redlands. The three key projects the committee identified for further analysis are the Cleveland rail line duplication, Eastern Busway extension to Capalaba and an East-West connection between Victoria Point and Eight Mile Plains.

## 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 (Minjerrabah).

6.4 Council receives a return on the community's investment in land to enhance economic and community outcomes.

6.5 Growth in key sectors identified in Council's Economic Development Framework is supported through the development and implementation of action plans by the Industry Economic Development Advisory Board.

6.6 Development will be facilitated specifically in the Toondah Harbour Priority Development Area (PDA) and Weinam Creek PDA with a focus on economic growth.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Partner with external stakeholders to deliver key city building infrastructure to support Council's priorities.	6.1.1	Community & Customer Services	<b>On Track</b>	Council, as Advancing Regional Innovation Program lead, has been working with partners including Griffith University and Logan City Council to develop and roll out innovation and entrepreneurship activities in the Logan Redlands region over the three year program. The Queensland Government Maturing the Infrastructure Pipeline Project to build a business case for a Cleveland Innovation Precinct was put on hold by the State Government during this period. Council continued to investigate options for enhancing digital connectivity to address capacity gaps in the city.
Develop tourism infrastructure.	6.1.2	Organisational Services	<b>On Track</b>	Council continued to work with stakeholders on the development of a new city tourism website that will include the new brand. Council coordinated two monthly Tourism Subcommittee Meetings in October and November 2017.
Develop and deliver a unique Redland City brand.	6.1.3	Organisational Services	<b>On Track</b>	Council went out to community with shortlisted city branding tagline and look and feel through community workshops, pop-up stands, an online survey and telephone survey with both residents and visitors.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Develop strategies and activities to support key events.	6.2.1	Organisational Services	On Track	Council delivered a one-day Redlands Events and Tourism Forum in November 2017 for local event organisers and tourism operators to assist them to develop events in the city. Council hosted Tourism Subcommittee Meetings with industry representatives in October and November 2017. Communication, Engagement and Tourism Group delivered a broad range of community and corporate events, including Christmas By Starlight that attracted more than 10,000 people, Lighting of the Christmas Tree in Cleveland, and the Redlands Volunteer Thankyou Breakfast. Assisted community event organisers to deliver events in the Redlands including Island Vibe Festival, Straddie Assault and Redland Bayside Blues Festival. Worked on processes to ensure one point of contact for community event organisers in regards to in-kind sponsorship. Delivered monthly e-Newsletters to event organisers to increase awareness of the latest initiatives and opportunities.
Plan and coordinate Redland's participation in the Gold Coast Commonwealth Games legacy events.	6.2.2	Community & Customer Services	On Track	Council successfully applied for funding through the Office of the Commonwealth Games to support delivery of two Queen's Baton Relay community celebrations (North Stradbroke Island and Cleveland). Work continued on preparations for a community celebration to welcome the Queen's Baton Relay to North Stradbroke Island on Monday 8 January 2018, and for Cleveland to host a leg of the Queen's Baton Relay on Saturday 31 March 2018. Council continued to advocate to State Government for Redland's involvement in the Trade 2018 program, 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. Council met with the City of Gold Coast to discuss opportunities to participate in Commonwealth House activities.
Support economic transition for North Stradbroke Island (NSI).	6.3.1	Community & Customer Services	Monitor	Council remains the lead on 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. Council followed up with, and awaits advice, from the State Government about a request for additional funding to allow for public art interpretive signage as part of Project 13 before finalising the project funding agreement. An internal working group established by Council, with representation from the Department of State Development, Manufacturing, Infrastructure and Planning, continued to meet on a monthly basis to coordinate Council communications and participation in projects being funded under the North Stradbroke Island Economic Transition Strategy. Council attended the North Stradbroke Island Economic Transition Strategy Implementation Committee meeting in December.



Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Develop strategic opportunities for Redland City Council land holdings.	6.4.1	Organisational Services	On Track	Construction of the Oaklands Street townhouse project in Alexandra Hills, Ava Terraces, progressed with three townhouses under contract. The purchase of Cleveland Plaza settled in December 2017. Redland Investment Corporation continued to assess opportunities on various sites.
Develop action plans for key industry sectors.	6.5.1	Community & Customer Services	Monitor	The draft education and training strategy and action plan was validated with key industry stakeholders. A draft delivery and implementation schedule that incorporates timeframes, accountable parties and corresponding budget and resource considerations was reviewed by the Redlands Economic Development Advisory Board. Board feedback will be incorporated into the documents for consideration by Council. A validation process was also undertaken for the draft health care and social assistance strategy and action plan.
Facilitate process with Economic Development Queensland.	6.6.1	Community & Customer Services	On Track	Toondah Harbour Priority Development Area (PDA): Walker Group continued to liaise with the State and Federal governments to determine the most suitable assessment method for the project during the Environmental Impact Statement phase.  Weinam Creek PDA: The request for proposal process continued.

## 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	In the second quarter Council designed and delivered 10 corporate events attracting 12,589 people. Council also facilitated the delivery of 22 community run events, festivals and activities with an attendance of 63,762 people. Community grants and sponsorship: seven organisation grants were assessed and approved, 10 capital infrastructure grants were assessed with six approved, six project support grants were assessed with four approved, and six conservation grants were assessed with three approved. 20 sponsorship grants were assessed with 12 approved.
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	Work is progressing on a public art policy and plan with both documents progressing through the approval process.
Plan for effective sport and recreation areas.	7.2.1	Infrastructure & Operations	On Track	Early stage planning including detail survey and site assessment was undertaken for a new sporting facility at Heinemann Road. Commenced development of a business case.
Develop master plan for Cleveland activities precinct.	7.2.2	Infrastructure & Operations	On Track	William Ross Detail Design 80% complete.

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	<b>On Track</b>	<p>The Library Strategy annual action plan has continued to be implemented:</p> <p>Goal 1: Welcoming destinations and flexible places - WiFi was installed at Dunwich and Point Lookout libraries. The local history collection was moved within Cleveland library in preparation for improvements to the library space planned for quarter three.</p> <p>Goal 2: Innovative and accessible services - the mobile library service stop at Redland Bay was reviewed and relocated to provide better access for customers. Latest upgrades to library services computer systems were completed. Project planning for the radio frequency identification upgrade is well advanced.</p> <p>Goal 3: Activate and engage through programs and partnerships - in November, Redland Libraries and Redland Performing Arts Centre hosted an evening with Mem Fox to promote First 5 Forever which supports early literacy. The event attracted almost 300 attendees and was covered in local media. Words for wellbeing, a partnership with Redlands Hospital, commenced in November. Redland Libraries visited the hospital to promote the new service. First 5 Forever, an early literacy program, supported the lighting of the Christmas tree in Cleveland and Christmas by Starlight in December. Both events enabled promotion of early literacy to a large numbers of local families. Cleveland library stayed open late for the event which resulted in an additional 1960 visits, 125 children signed up to the summer reading club, 26 new library memberships and local media coverage.</p> <p>Goal 4: Skilled and cohesive team - continued commitment to developing positive, values-driven, team culture.</p>
Partner with community organisations and the private sector to deliver social infrastructure supporting community needs.	7.3.1	Community & Customer Services	<b>Monitor</b>	<p>Council continued work on the early stages of planning for a Cleveland Community Hub. Engagement is underway to investigate potential commercial partnerships between the community and private sector to advance the project toward development over the next two years. Council is also investigating facilities available through existing community centres and halls, and how these can be utilised to support community partnerships to create long-term benefits for local areas. Work also commenced on the development of a Social Infrastructure Strategy for Redland City that will entail an assessment of community issues and needs and how future social infrastructure can support the development of the community.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
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. The Volunteer Appreciation breakfast occurred in December. Volunteers also continue to undertake work at Council's Animal Shelter primarily assisting with animal welfare activities.
Promotion and delivery of multi-agency education programs.	7.5.1	Organisational Services	On Track	<p>Attended 11 community engagements as part of a multi-agency education program. Participants included Queensland Fire and Emergency Services, Rural Fire Service and State Emergency Services. In addition the Queensland Police Service and volunteers participated in several of the events.</p> <p>Joint community engagements attended:</p> <ol style="list-style-type: none"> <li>1. Karragarra Sea Markets</li> <li>2. Presentation Alexandra Hills State School to Year 5</li> <li>3. Savvy Seniors - Redland Bay Anglican Church</li> <li>4. Prepare.Act.Survive on Russell Island and Macleay Island - Are You Bushfire Prepared</li> <li>5. Macleay Island Lions Club</li> <li>6. Mount Cotton/Sheldon Street Speaks (outside of Mt Cotton IGA)</li> <li>7. Macleay Island Progress Association</li> <li>8. Mount Cotton Christmas In the Park</li> <li>9. Lighting of the Christmas Tree and Twilight Markets in Bloomfield Street</li> <li>10. Southern Moreton Bay Islands Community Champions and Disaster Chaplains visit and training to State Disaster Coordination Centre Kedron</li> <li>11. Christmas by Starlight - Showgrounds Cleveland.</li> </ol>

## 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	Information Management commenced work with Customer Services to develop efficiency and automation across the customer request process. This will also help formulate the new myServices customer portal which will enable the community to interact with Council Online. Information Management is working closely with the Asset Management Project on a software solution. Commenced replacement of the Red-E-Map Geographic Information Systems (GIS) to deliver significant enhancements to our external website.
Improve Council's e-service capability.	8.1.2	Organisational Services	On Track	Council carried out a full website content review in October 2017 to ensure all content was up-to-date. Information Management contributed to the enhancement of the e-services capability by working towards the modernisation of the QuickPay Rates and QuickPay Animals online payment interfaces, paying particular attention to the accessibility of these functions from mobile devices. Developed and published on the external website a new online tool to assist residents in estimating costs associated with their residential water usage.
Optimise Redland City Council's asset management governance.	8.2.1	Organisational Services	On Track	The project completed the Asset and Service Management Plan (ASMP) Creation Workshop Series for authors, reviewers and approvers. Eight workshops were held over ten weeks with two cohorts. Looking forward, a Quality Review Workshop is scheduled for ASMP approvers to deploy a quality review checklist against which ASMPs can be measured and improved.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Establish governance over strategic and operational planning.	8.3.1	Organisational Services	On Track	A policy and guideline was endorsed to implement governance over the development and implementation of strategies and plans. An integrated planning cycle was developed to better align annual planning, budget and portfolio processes. The integrated planning cycle will streamline planning processes, improve transparency, inform decision making and identify potential transformation projects. A prioritisation model was developed and is being used for the capital works portfolio.
Align staff capability and performance to deliver the Corporate Plan 2020 Outcomes.	8.3.2	Human Resources	On Track	The new MyGoals business process was completed in September 2017. MyGoals conversations were undertaken across the organisation with information being captured in the MyGoals form in Aurion during October 2017. MyGoals guideline and procedure were updated in line with the new business process. A MyGoals survey was distributed to all employees which showed a significant increase in employee satisfaction in relation to MyGoals conversations. The Internal / External Coaching Bench and in-house Mentoring Program for employees continues. A total of 32 people undertook coaching during 2017 and 11 participants are currently in the formal mentoring partnerships. The Chief Executive Officer's Internal Vision Facilitation Pack was distributed to Group Managers with Action Plans due December 2017.
Further enhance the continual improvement culture supporting service delivery.	8.4.1	Organisational Services	On Track	A refresh of the lean basics training commenced incorporating 'Design Thinking' into the content. Design thinking is a customer centric approach to business improvements and was received well with two sessions that were delivered last quarter. The Portfolio Management Office implemented project and program management dashboard reporting to business areas and provided a portfolio dashboard and analysis to the Executive Leadership Team.
Embed change management capability within continual improvement programs.	8.4.2	Human Resources	On Track	Change management training at foundational level was rolled out for the Human Resources team as the pilot group. Change management information and toolkits were modified and improved for ease of use and simplicity.
Align the organisation to meet changing operational requirements.	8.4.3	Human Resources	Monitor	Workforce planning activities included review of a toolkit provided by Local Government Australia Qld to simplify Council's existing process. Roll over of existing Certified Agreement to 30 June 2018 and administrative pay increase was finalised and processed. Dates, times and resourcing were allocated for the development of a new Certified Agreement action plan.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Drive innovation and improvement through capable leadership.	8.4.4	Human Resources	On Track	Consult reports were provided to group managers on topics for the Enabling Leaders Program for 2018. These include: Financial Management, Futures Thinking and Trends, Strategic Planning and Thinking and Building Business Solutions. Consult reports were provided to service managers with topics being identified for 2018 as; People and Performance Management, Leadership, Culture and Building High Performing Teams. Talent Management has also been included for group managers and service managers during 2018. The Mate to Manager Program targeting 'leading self' and 'managing teams' has increased to two programs being simultaneously rolled out in 2018 with 32 employees participating. Purposeful Teams was piloted with Environment and Regulation Leadership Team.
Improve organisational performance through employee feedback.	8.4.5	Human Resources	On Track	Council used employee feedback on the Leadership Development Program and Reward and Recognition Program to improve initiatives that enable organisational performance over the next 12 months. Council also sought feedback from all employees on their experience of the revised performance management framework (MyGoals). The most significant finding of the survey was the large increase in satisfaction in 2017 compared with previous years (30% increase in satisfaction levels). Specifications for the next internal MySay survey were developed and procurement has commenced.
Deliver a healthy and safe Redland City Council environment.	8.4.6	Human Resources	On Track	A safety climate and culture environmental scan was undertaken by a third party with the results presented to the Workplace Health and Safety (WHS) Management Committee in quarter two. Introduction to vehicle ergonomic assessments was conducted during the annual fleet checks. Education sessions with handouts were delivered to an estimated 80 drivers. Five sessions of the Dealing with Workplace Emergencies training course have been delivered to 57 workers across the organisation. Mental Health First Aid courses have been implemented and will continue throughout 2017-18 as part of the Redland City Council Mental Health and Wellbeing Strategy. Safety Management Plan projects are underway with actions due in June 2018. 31.25% of the Safety Management Plan actions have now been completed with no actions overdue.
Review Council's community engagement model and framework.	8.5.1	Organisational Services	On Track	Council embarked on a new type of engagement for the city creating a Community Advisory Panel who will provide insight into a range of potential ways to manage and fund canal and lake maintenance across the city. The first panel met in December 2017. A newsletter to canal and lake residents was also distributed and a city-wide online survey activated.

