



# Operational Plan 2017 - 2018

**January to March 2018**



### Strategic Priority Summary Q3 2017/2018

Redland City Council has identified a number of strategic priorities that intend to shape the Council's vision for its current term alongside our Corporate Plan and other responsibilities and commitments to the community. Council has undertaken various activities that contribute towards delivering of these priorities during this quarter.

#### Economic Development

A validation process was undertaken of the *Redland City Economic Development Framework* following the release of 2016 Australian Bureau of Statistics Census data, with findings confirming the eight key industry sectors in the Framework. Following consultation with the Redlands Economic Development Advisory Board (EDAB), Council officers progressed the draft Industry Action Plans for education and training, and health care and social assistance.

Council began preparations for a joint business breakfast with the Redland City Chamber of Commerce, scheduled for May. The business breakfast will provide an opportunity for local businesses and the community to be briefed about the \$3 billion Queen's Wharf Brisbane integrated resort development led by consortium partner The Star Entertainment Group; the Brisbane Airport Corporation's \$1.3 billion new runway; and local economic development initiatives.

As part of advocacy for Redlands' involvement in the Trade 2018 program a draft itinerary was offered to Games delegates to visit sites including the Redlands Health and Wellness Precinct and Toondah Harbour Priority Development Area.

Redland City Council is the lead for *Project 13: Location and Interpretive Signage* of the State Government North Stradbroke Island Economic Transition

Strategy. A revised scope for *Project 13* was approved by the State Government, and the funding agreement is being finalised.

#### Sport, Education, Arts

Council commenced a detailed survey and hydrology study of a site at Heinemann Road to enable the area to be designed for sports that are best fit to the land.

Council received funding from the State and Federal government for the delivery of healthy and active programs in support of the Gold Coast Commonwealth Games. This program was conducted over a 10 week period at a variety of sites and on average 350 participants per week attended.

In an effort to further build club resilience our Sport and Recreation officers continue to engage at a local level.

Council officers progressed the draft Education and Training Action Plan following consultation with the Economic Development Advisory Board (EDAB), with board feedback to be incorporated prior to consideration by Council.

17,800 people visited Creative Arts performances, exhibitions and workshops within the quarter, with Redlands Art Gallery Cleveland opening to coincide with the Queen's Baton Relay on Saturday 31 March. The exhibition showing at the Gallery at the time was 'The Search for Warrajamba' by Delvene Cockatoo-Collins, local Quandamooka artist and designer of the medals for the Commonwealth Games.

In local community arts both Redland City Choir and Redland Sinfonia began their 2018 rehearsal schedule at RPAC in January. Indelabilityarts rehearsed at RPAC for an upcoming performance at the Adelaide Fringe Festival (the only Queensland theatre group funded by the festival to attend).

Work continued on public art design and construction planning for Wellington Point. The Public Art Plan progressed to internal consultation in preparation for Council review.

#### **Transport**

Council managed the successful demonstration of an autonomous bus in Cleveland in March, with these vehicles having the potential to solve many transport challenges faced in the Redlands. The event provided an opportunity to introduce the technology to the wider community, initiate a conversation about the locations within Redlands where this type of technology has potential application, and enabled the Mayor to meet the Minister for Transport and Main Roads to discuss the benefit of this technology for the Redlands.

During the quarter Council completed geotechnical and environment investigations, and progressed to final stages of design for the Moreton Bay Cycleway at Victoria Point (Cameron Court to Point O'Halloran Road). Work was also undertaken on the footpath network with 38 metres of new path installed on Russell Island and 80 metres upgraded at Capalaba. Council also successfully advocated for the Weinam Creek bus station upgrade, which was completed by the State Government this quarter.

Three major infrastructure projects were identified for investigation as part of the Cross Boundary Connectivity Project, which have the potential to create greater connectivity between Redlands and surrounding local government areas.

The Redlands Transport Strategy project is on track for delivery, with the engagement of key stakeholders including transport service providers, neighbouring local governments and state agencies. In addition to the overarching transport strategy, a specific localised project has been initiated for Cleveland. The Cleveland Centre Traffic and Transport Strategy aims to

create a connected, walkable and accessible town centre that also aligns with redevelopment of current off-street car parks.

#### **City Plan**

Council officers have continued to work with the State Government providing additional documentation in support of changes by Council to the proposed Planning Scheme in response to submissions. Council responded to the Department of State Development, Manufacturing, Infrastructure and Planning in February 2018 with its position on outstanding matters following a second State Interest Review.

As the proposed Planning Scheme was prepared under the *Sustainable Planning Act 2009*, an alignment version of the draft City Plan under the *Planning Act 2016* was submitted to the Department for approval by the Planning Minister for adoption by Council.

On commencement, the new City Plan will include the Local Government Infrastructure Plan which was approved for adoption by the Planning Minister on 15 March 2018.

#### **Branding and Identity**

A Quandamooka artist was engaged in January 2018 to deliver collaboration on the logo design for Council's new brand, with the final artwork completed in March. Recommendation of the final identity, brand architecture and launch plans were presented to the EDAB in March 2018. The launch plans include several internal and external campaigns including industry and business launch events, a tourism video and destination website, among many other initiatives. Internal briefings were also held throughout the quarter.

#### **Smart Cities and Digital Connectivity**

Redland City Council continues to partner with Griffith University, Logan City Council, Redland City Chamber of Commerce and a local advisory group to deliver the Advancing Regional Innovation Program. A workshop was held with

local schools to grow and foster local innovation, and a number of local businesses selected to participate in the upcoming Myriad Festival.

A number of vendors have been canvassed seeking a wireless and fixed line fibre solution to internet connectivity for industrial estates in the Redlands. At this point in time, no viable solutions have been identified.

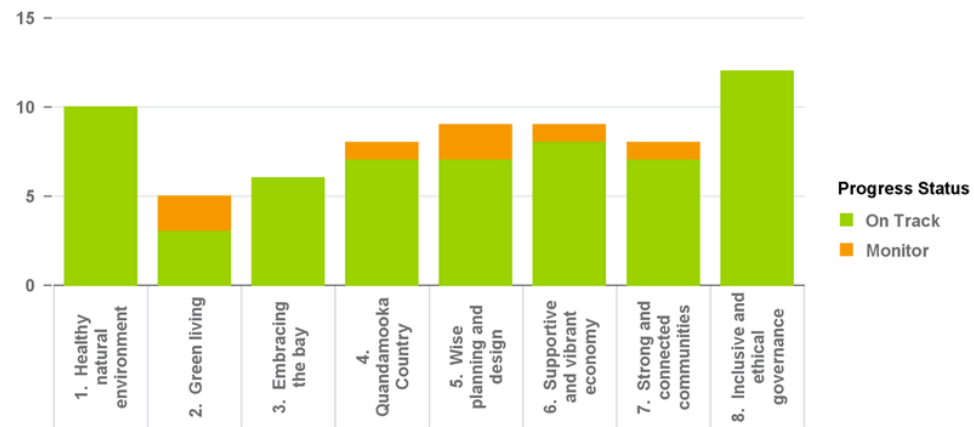
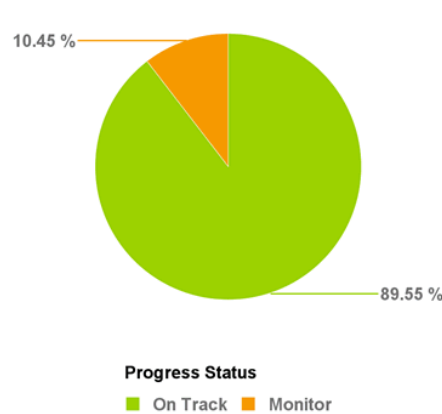
Council has been advised that North Stradbroke Island (southern end) and Russell Island (Southern Moreton Bay Islands) have been included in round three of the Australian Government Department of Infrastructure, Regional Development and Cities Mobile Black Spot Program.

Public Wi-Fi has been trialled in the Cleveland precinct with the trial commencing at the Roadshow event for the autonomous vehicle. This trial will contribute towards a Proof of Concept to support consideration of further public Wi-Fi availability within Redland City.

Work has been ongoing in the development of a digital signage plinth for installation at key transport nodes within the City. Contractors engaged by Council created a live working demonstration of the software integration with Translink that provides real-time feeds of bus arrivals and departures.

### Vision Outcome Summary

Vision Outcome	On Track	Monitor	Total
1 Healthy natural environment	10	0	10
2 Green living	3	2	5
3 Embracing the bay	6	0	6
4 Quandamooka Country	7	1	8
5 Wise planning and design	7	2	9
6 Supportive and vibrant economy	8	1	9
7 Strong and connected communities	7	1	8
8 Inclusive and ethical governance	12	0	12
<b>Total</b>	<b>60</b>	<b>7</b>	<b>67</b>

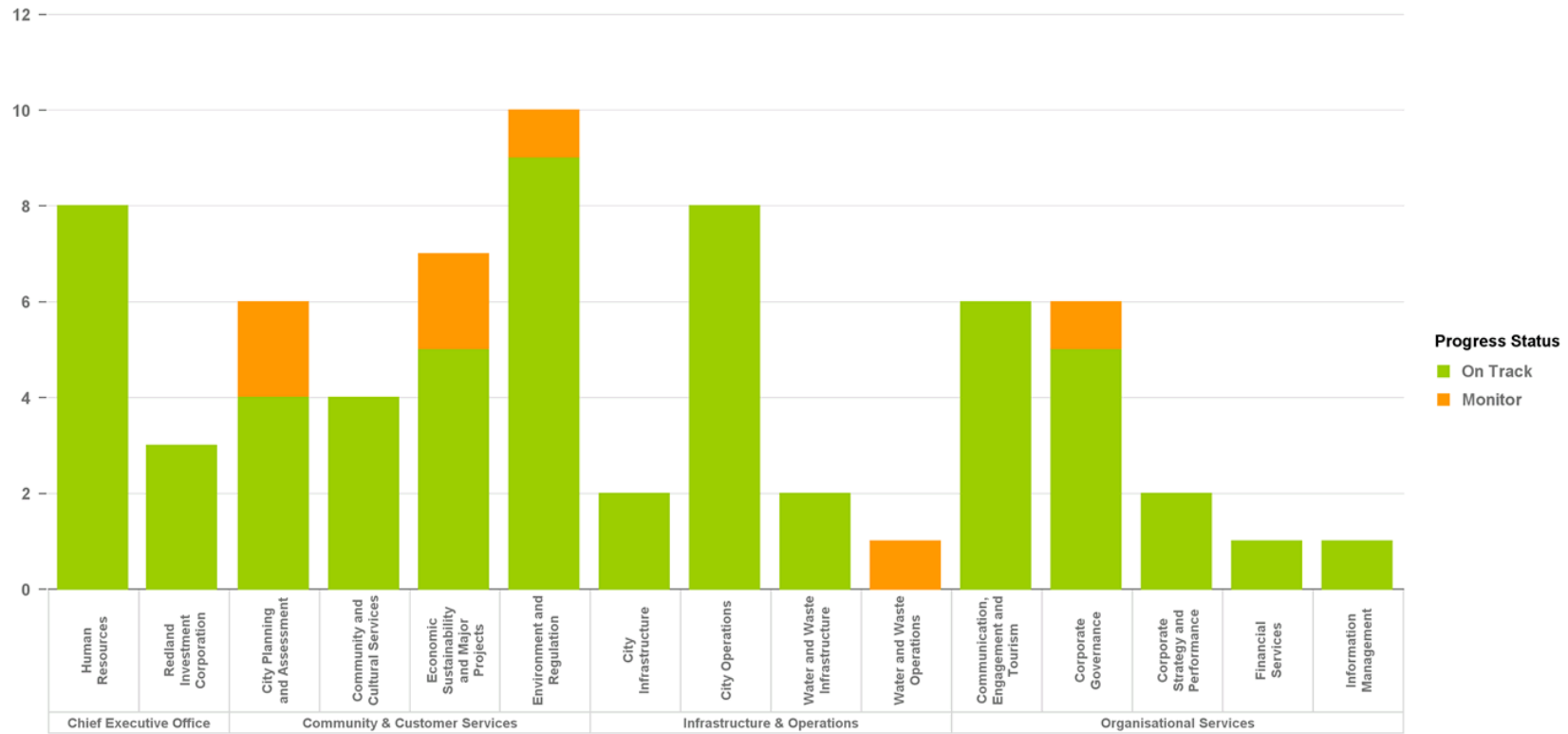


- On Track** The significant activity is progressing on time and on budget and is on track for delivery
- Monitor** There are issues with timeframes and/or budget but it is still expected that with close monitoring the significant activity will be delivered
- Concern** There are significant delays or budget issues and it is unlikely that the significant activity will be delivered
- Complete** The significant activity has been delivered

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### Organisational Performance – Quarter Summary

Department	On Track	Monitor	Total
Chief Executive Office	11	0	11
Community & Customer Services	22	5	27
Infrastructure & Operations	12	1	13
Organisational Services	15	1	16
<b>Total</b>	<b>60</b>	<b>7</b>	<b>67</b>



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## 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's Roads, Drainage & Marine unit has undertaken maintenance of the Stormwater Improvement Devices (SQIDs). Each of the devices contribute to the biodiversity, ecosystem and water quality within the Redlands. The maintenance work included manual weed control, rubbish removal, planting and spraying water weeds.
Plan and deliver conservation restoration activities.	1.1.2	Infrastructure & Operations	On Track	Rehabilitation work included weed control, soil conditioning and the revegetation of degraded sites. Additional work included planning for future rehabilitation programs to be undertaken in the catchments of 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	Redland City Council community environmental extension services engaged with private land owners through the following programs: Land for Wildlife, Koala Conservation Agreement Program, Waterways Extension Program and Your Backyard Garden. A total of 42 community bushcare groups are active and working with Council in the Redlands. The total number of plants planted was 564 for this quarter. Of these, 30 were koala food trees. In addition, 60 working bees were undertaken during January to March in various locations in the Redlands.  In February the Convenors Workshop was held with 27 volunteers attending. In addition the Egret Colony Wetlands open day planting with Conservation Volunteers Australia/Green Army was well attended. The Connecting with Koalas Event (75 participants), Don't Waste It and Weave It workshop (16 participants) were also conducted in March.

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 20,590 additional plants were planted in the third quarter by Parks and Conservation and Bushcare which contributes to the 1 Million Native Plants project.
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 research/survey projects planned for commencement in April. The Wildlife Connections Plan (Networks and Corridors Strategy) was adopted on 21 February with documents being uploaded to the Council website. Implementation and Council integration relating to the Plan has commenced.
Plan and deliver community education programs to protect native wildlife.	1.2.2	Community & Customer Services	On Track	Two koala plantings and community education talks were completed between January and March. Compilation and analysis of 2017 raptor nesting season data has been completed. Approximately 1,100 calls were received by the Redland Wildlife Ambulance and Wildlife Care Network. Environmental education programs and events were delivered in February and March - Living Green Expo (approximately 800 persons in attendance) and the Community Fire Management Workshop.
Partner with community for improved environmental outcomes.	1.3.1	Community & Customer Services	On Track	80 private property visits were conducted as part of the Environmental Partnerships program. A total of 25.8 kg soft plastics, 32 kg batteries, 250 kg of storage media, 15kg of mobile phones and 12 kg of coffee pods were recycled via the IndigiScapes Centre during January to March.  17 schools and child care centres were visited, with 290 participates overall in the waste education and schools programs. A Fire Management Workshop was held in March to assist property owners to balance fire safety with bushland conservation.
Deliver land management extension programs within the community.	1.3.2	Community & Customer Services	On Track	The Land for Wildlife program currently has 179 participants. The Koala Conservation Program currently has 78 participants and the Waterways Extension Program has 102 participants. Total number of plants distributed to participating private properties was 2,062 with an additional 101 plants being koala food trees.



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	The Bayview Conservation Area (BCA) is almost complete with the installation of a day use area carpark, facilities and signage to be opened on 28 April 2018. New signage and mapping was created for the BCA and installed in the reserve. New entrance signage was installed for the BCA main day use area and Days Road entrances. The BCA website page has been updated with new mapping and information to ensure visitors get the latest information. Two mountain bike/walking trails have been constructed and are open for use.
Improve the customer experience at IndigiScapes.	1.4.2	Community & Customer Services	On Track	Construction of the Stage 1 IndigiScapes nursery shed and greenhouses are complete. The development application for Stage 2 of the IndigiScapes Expansion (refurbishment and new build of the current IndigiScapes Centre) has progressed to public notification, with detailed design documentation being progressed to 90% complete.

## 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	Monitor	The draft Climate and Energy Action Plan remains under review.
Provide information to raise community awareness and education.	2.2.1	Community & Customer Services	On Track	The Renewable Energy Feasibility study continued with opportunities identified to reduce consumption within Redland City Council buildings and services, including the new IndigiScapes Nursery and the Animal Shelter. Key actions have been implemented with the refinement 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 continues.
Plan and deliver waste management services to meet current and future needs of the city.	2.3.1	Infrastructure & Operations	On Track	A new leachate collection contract from closed landfill has started with Cleanaway. Commenced rehabilitation and remediation work for removing deposited sediment from pond 5 and 6 at Birkdale Landfill. Work is in progress to establish an automatic 24/7 data logger system for leachate level monitoring in the underground leachate collection pond at Duncan Road Baseball Park. Design was completed for a leachate collection trench and capping improvement at Judy Holt Park Birkdale, 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>Year to date domestic resource recovery rate is 44.3% (35,459 tonnes) which is the total amount of material diverted from kerbside and waste transfer stations for recycling and resource recovery. Quarter 3 resource recovery was marginally higher at 46.6% primarily due to increased green waste collected at the kerbside and received at waste transfer stations, relating to high rainfall and good growing conditions.</p> <p>Quarterly audits of residential kerbside waste collected from wheelie bins in July 2017, October 2017 and January 2018 demonstrates an average waste generation rate of 15.23kg/household/week sent to landfill, comprising 29% garden organics, 20% food waste, 15% recyclable and 36% residual waste. This represents potential resource loss of 64%.</p>
Deliver transport planning for the city.	2.5.1	Community & Customer Services	On Track	<p>An appointed consultant has been working toward the delivery of a draft Transport Strategy for public consultation. The project remains on track to be delivered by the end of the financial year. A meeting was held with the Transport Minister, following the successful implementation of the autonomous vehicle demonstration. Council continued discussions with the Department of Transport and Main Roads regarding: the benefits of autonomous vehicles and a need to update legislation and regulatory processes to keep up with increasing technology; and ongoing involvement in the development of the South East Queensland Metro Regional Transport Plan being developed by the Department of Transport and Main Roads and set for delivery in mid-2018.</p> <p>Completed the successful delivery of an autonomous vehicle demonstration in Cleveland, introducing to the general community the capability of driverless technology. Discussions were held regarding potential use in the Redlands. The Cleveland Centre Traffic and Transport Strategy commenced which will outline actions required to improve the connectivity and accessibility of the Cleveland Centre to realise the vision of the Cleveland Centre Master Plan. This project will be underpinned by a comprehensive community engagement program and is on track for delivery in mid-2018.</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 is continuing its ongoing partnership with Healthy Land and Water and continues to monitor 12 waterway sites within the city.
Partner with Education Queensland in activating the community use of schools for sport and recreation purposes.	3.2.1	Infrastructure & Operations	On Track	Council's management of the Bay Island Community Pool on behalf of Education Queensland continues to provide access for the community for aquatic recreation needs. The summer season saw an increase in utilisation of the pool by residents by 1.5% for the same period last year.
Develop a coastal adaptation strategic plan.	3.3.1	Infrastructure & Operations	On Track	The Coastal Hazard Adaptation Strategy is progressing in line with the project plan. The Project Scope and the Communication and Engagement Plan documents have been updated to meet the QCoast 2100 Minimum Standards and Guidelines for Queensland local governments developing a coastal hazard adaptation strategy.

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>The following activities were conducted during Quarter 3 to enhance community resilience.</p> <ol style="list-style-type: none"> <li>1. State Emergency Services Redland Bay - upgrade of amenities and compound security.</li> <li>2. Lions Club Redland Bay - moved to a new facility, assisted by State Emergency Services Redland Bay.</li> <li>3. Southern Moreton Bay Islands (SMBI) and North Stradbroke Island Disaster Plan Flyers were distributed to island residents.</li> <li>4. Bush Fire Review - 55 of 56 recommendations commenced with 30 recommendations completed.</li> <li>5. Benchmarking data has been provided to the Queensland Reconstruction Authority in preparation for the new Disaster Fund Recovery Arrangements.</li> <li>6. Evacuation Centres identification signage was installed on Macleay and Russell Islands.</li> <li>7. Planning for the 2018 annual Disaster Management exercise – a multi-agency recovery exercise.</li> <li>8. Queensland Reconstruction Authority visited Russell Island to meet the SMBI Community Champions and understand the hazards/risks faced by the island communities.</li> <li>9. Design and implementation planning on the Redland City Disaster Dashboard.</li> <li>10. A Marine Coordinator was appointed to the Local Disaster Management Group.</li> </ol>
Manage risk and hazards to the public.	3.4.1	Infrastructure & Operations	On Track	Preparations commenced for implementation of coastal signage for Frenchmans Beach on North Stradbroke Island. A more detailed assessment of the gorge walk on North Stradbroke Island was undertaken with recommendations being finalised for implementation.
Progress development of Priority Development Area (PDA) activities.	3.5.1	Redland Investment Corporation	On Track	Weinam Creek Priority Development Area (PDA) activities are progressing in accordance with the PDA Planning Scheme. Walker Group continues to work on progressing the Toondah Harbour Priority Development Area project.

## 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 (Minjerrabah) 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	On Track	Training opportunities for Aboriginal cultural heritage training were organised with the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) with training dates made available for Council staff. Where staff have involvement with Aboriginal cultural heritage matters they have been encouraged and supported to attend 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 has been completed and staff are able to attend a Quandamooka cultural day as part of the organisation's corporate training day. Development and provision of the training has been based on training needs identified from previous survey results from National Reconciliation Week (NRW) in 2017.
Update Council's Aboriginal and Torres Strait Island Community Policy and Guidelines.	4.1.3	Organisational Services	On Track	Aboriginal and Torres Strait Islanders Community Policy (POL-3081) has been amended and will be presented to Council for adoption at the General Meeting on 18 April 2018. The Aboriginal and Torres Strait Islanders Community Guideline and Action Plan will be sent for review and approval.
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 Queen's Baton Relay. The NRW / National Aborigines and Islanders Day Observance Committee (NAIDOC) Committee commenced planning for both events which will include a number of speaking forums to occur during NRW for both staff and Councillors aimed at increasing internal awareness for the development of a Reconciliation Action Plan.

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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	<p>On February 21, Redland Performing Arts Centre launched a 10th Birthday Annual Program of events, performances and art workshops. Redland Art Gallery launched a 15th Birthday Annual Program of exhibitions and art workshops. The event included a keynote address by The Hon. Leanne Enoch, Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts.</p> <p>Events launched for Redland Performing Arts Centre include the ongoing partnership with Quandamooka Festival through the Balka Bitni performance with Sachem Parkin-Owens and the Dan Sultun Killer Tour solo concerts. Redland Performing Arts Centre will present Isaiah Firebrace in concert for NAIDOC week.</p> <p>Events launched for Redland Art Gallery included:</p> <ul style="list-style-type: none"> <li>- Salt Water Murris Quandamooka Inc artists paying respect to the significance and the spirit of the flora of Bujongja Quandamooka.</li> <li>- The Delvene Cookatoo-Collins exhibition.</li> <li>- The Search for Warrajamba honours, an important cultural narrative whilst celebrating family, country and story-telling.</li> <li>- Salt Marsh Whispers by Jo-Anne Driessens celebrating the contemporary importance of photographic mediums within Aboriginal culture.</li> </ul>
Partner with QYAC to plan and monitor commitments under the ILUA.	4.3.1	Organisational Services	Monitor	Two meetings were held in February - an ILUA Business Day meeting and the first of two internal ILUA review meetings. Planning commenced for the second internal review meeting being held in April ahead of the joint ILUA review meeting in May and the ILUA Consultative Committee Meeting in June.
Plan and deliver commitments under the ILUA in partnership with QYAC.	4.3.2	Organisational Services	On Track	Planning is underway for the development of a 12 month schedule of meetings and QYAC related activities. Planning for future meetings of the ILUA Consultative Committee, the Capital Works Forum, the Protecting Land, Sea and Environment Committee and the Land Use Planning Committee (Schedule 18) has commenced.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Support the development of eco-cultural tourism.	4.4.1	Organisational Services	On Track	<p>Council achieved national media attention on Quandamooka cultural tourism opportunities on North Stradbroke Island when delivering the Queen's Baton Relay event on the island on 8 January. The event was attended by over 2,000 people and was based on Quandamooka culture with Auntie Rose Borey as the sole baton carrier. The event also included the Yulu-Burri-Ba Dancers, cultural demonstrations, sand art, indigenous performances and Quandamooka artist and Commonwealth Games 2018 medal designer Delvene Cockatoo-Collins.</p> <p>Council worked with QYAC on the City's place branding project, with QYAC engaged to provide story content for the upcoming Redlands tourism website.</p> <p>In February, Council helped facilitate the Global Rugby Tens French team's visit to North Stradbroke Island that resulted in international exposure on Fox Sport including a traditional Welcome to Country, bush tucker experience and promotion of the island as an eco-tourism destination.</p>



## 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	The Local Government Infrastructure Plan (LGIP) was approved by the Minister for State Development, Manufacturing, Infrastructure and Planning. The LGIP will commence on 1 July as part of draft City Plan or by way of amendment to the current Redlands Planning Scheme.
Implement the Netserv Plan.	5.1.2	Infrastructure & Operations	On Track	Council was notified of State Government approval of the LGIP on 15 March (which is informed by the Netserv Plan). Capital works delivery has been aligned to the revised Netserv plan.
Commence the Redland City Plan.	5.1.3	Community & Customer Services	Monitor	The draft City Plan remains with the Queensland State Government awaiting final Ministerial approval. Planning commenced to coordinate the timely and effective implementation of the new City Plan once it is approved by the relevant Minister.

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>Place-making and activation activities continued in the Cleveland central business district with the Gold Coast 2018 Commonwealth Games Queen's Baton Relay Community Celebration. The event was held on Saturday 31 March at Raby Bay Harbour Park and attracted more than 5,000 people.</p> <p>Funding under the State Government's Maturing the Infrastructure Pipeline Program to develop an early stage assessment of a Cleveland Innovation Precinct was confirmed in January. A range of engagement/consultation opportunities have been identified to ensure Council has the opportunity to contribute to the vision and outcome of the project. A vision workshop was held with key external stakeholders in March.</p> <p>The Redland Health and Wellness Precinct Master Plan Stage 1 report (Demand Drivers Assessment) was completed.  Stage 2 - Site Analysis and Stage 3 - Conceptual Land Use Plan and Strategy for the Precinct Master Plan commenced.  Stage 2 - Site Analysis includes the review and consideration of existing strategic and statutory planning frameworks as well as other legislation and regulations, consideration of traffic and transport networks and requirements, and review and analysis of site values, opportunities and constraints.  Stage 3 - Conceptual Land Use Plan will focus on identifying broad locations of different land uses in the site.</p>
Develop master plan for Redland Aquatic Redevelopment.	5.2.2	Infrastructure & Operations	On Track	<p>Redland City Council and Surf Life Saving Queensland commenced detailed negotiations to develop a Master Plan for the Aquatic and Emergency Precinct. Discussions commenced with Council officers and the State Government regarding a potential land swap to enable future planning for the centre. Both parties also commenced drafting the terms of an enforceable agreement which sets out the responsibilities of each partner.</p>
Plan for future use of surplus commonwealth land at Birkdale.	5.2.3	Community & Customer Services	Monitor	<p>No further update from the Quarter 2 report. 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, acting on behalf of Council, has continued to pursue discussions and negotiations with ASA and ACMA regarding the potential land acquisition.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Maintain effective systems and processes that underpin quality, timely decision making for development applications.	5.3.1	Community & Customer Services	On Track	Systems and processes continue to be maintained and improved while Council awaits the formal State Government decision on the draft City Plan. Work continued on the ePlanning project funded by the State Innovation and Improvement Fund with a number of process improvements already implemented, including electronic assessment review/approval and stamping of approved plans.
Advocate for key city building infrastructure including identifying funding paths for delivery.	5.4.1	Community & Customer Services	On Track	Council began preparations for a joint business breakfast with the Redland City Chamber of Commerce, scheduled for May. The business breakfast will provide an opportunity for local businesses and the community to be briefed about the \$3 billion Queen's Wharf Brisbane integrated resort development led by consortium partner The Star Entertainment Group, the Brisbane Airport Corporation's \$1.3 billion new runway and local economic development initiatives.
Plan and develop cross-boundary transport and infrastructure priorities.	5.4.2	Community & Customer Services	On Track	The Cross Boundary Connectivity Project identified three major infrastructure projects to further investigate an understanding of benefits to the Redland's community and provide greater connectivity between Redlands and surrounding local government areas. These included the Eastern Busway extension from Carindale to Capalaba, Cleveland Rail line duplication 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	On Track	<p>Council continues to work with Advancing Regional Innovation Program partners including Griffith University, Logan City Council and a local advisory group to deliver a program of innovation and entrepreneurship activities in the Logan Redlands region. A regional program coordinator, based out of Griffith University, has been appointed. A workshop with local schools to grow and foster local innovation has been held, and a number of local businesses selected to participate in the upcoming Myriad Festival.</p> <p>Council was successful in securing funding for the preparation of an early stage assessment of a potential Cleveland Innovation Precinct through the Queensland Government's Maturing the Infrastructure Pipeline Program (MIPP). The MIPP supports the development of a robust project pipeline by enabling projects to be matured from conceptually good ideas into solid proposals. In March Councillors were briefed on the Cleveland Innovation Precinct project and provided input to the vision for the project and a vision workshop was held with key external stakeholders.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Develop tourism infrastructure.	6.1.2	Organisational Services	On Track	Work continued on the development of the upcoming Redlands tourism website, with content on tourism offerings in the City. Council held a Redlands Tourism Subcommittee Meeting on 28 February with discussion items including city branding, digital capacity building, Commonwealth Games opportunities and Redlands' inclusion in SEQ Food Trails promotions. Council also completed the \$1.3 million project works for the Bayview Conservation Park Staging Area which includes new mountain bike skills area, two new shared-use trails, a new all-abilities access walking trail and horse riding tracks. The facilities have been designed to deliver world-class day-use areas that will attract trail users from elite athletes, families and event organisers.
Develop and deliver a unique Redland City brand.	6.1.3	Organisational Services	On Track	The draft new city brand was endorsed by the Economic Development Advisory Board on 13 March. Council delivered a retail business workshop on 1 March to help test initiatives to support place-making opportunities in the Redlands. A retail business survey was conducted to seek input into future Council initiatives that may support the new place brand. A Quandamooka artist was engaged in January to deliver collaboration on the design, with final artwork completed in March.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Develop strategies and activities to support key events.	6.2.1	Organisational Services	On Track	<p>Council coordinated free public transport to the Queen's Baton Relay event at Cleveland with 300 users. A similar arrangement was facilitated for the Bayside Paddlegaine event at Southern Moreton Bay Islands. Work continued on the design for the events portal on the upcoming tourism website. The Redlands was promoted as a destination for Commonwealth Games teams to stay and play.</p> <p>Council extended the Cleveland Art Gallery opening hours to coincide with the Commonwealth Queen's Baton Relay on 31 March, in support of local Quandamooka Artist and Gold Coast Commonwealth Games medal designer, Delvene Cockatoo-Collins exhibition - The search for Warrajama.</p> <p>Council featured the Redland Performing Arts Centre and Redland Art Gallery annual program highlights in the 'Our Redlands Autumn' edition which was distributed city-wide in March.</p> <p>Council delivered five events including the Queen's Baton Relay North Stradbroke Island (2,000 attendees), Queen's Baton Relay Cleveland (5,000 attendees), Australia Day Awards Dinner (147 attendees), Citizenship Ceremony (450 attendees) and the Australia Day Honours Awards event (10 attendees).</p> <p>Council commenced development of an online events permit form.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Plan and coordinate Redland's participation in the Gold Coast Commonwealth Games legacy events.	6.2.2	Community & Customer Services	On Track	<p>Council successfully hosted a Queen's Baton Relay Community Celebration on 31 March, which was attended by more than 5,000 people and achieved national media coverage. The Cleveland leg of the Queen's Baton Relay commenced at the Cleveland Lighthouse and the community celebration was held in Raby Bay Harbour Park. Hosted by Redlander and TV personality Lincoln Lewis and Natalie Cook OAM, the celebration event featured a Welcome to Country by Uncle Robert Anderson OAM, a smoking ceremony and performance by the Yulu Burri Ba Dancers, entertainment by Casey Donovan and free activities including volleyball, gymnastics, long jump and weaving.</p> <p>Council advocated to the State Government for Redland's involvement in the Trade 2018 program. A draft itinerary to visit sites, including the Redlands Health and Wellness Precinct and Toondah Harbour Priority Development Area was offered to Games delegates via the Office of the Commonwealth Games. The draft itinerary was also forwarded to the Chair of the Regional Development Australia (RDA) Logan Redlands for consideration for a potential famil with a delegation from next Games City, the City of Birmingham, England.</p> <p>Council collaborated with Logan City Council to develop a regional overview for Gold 2018 Commonwealth Games delegates to profile RDA Logan Redlands and have a presence at the Queensland and Commonwealth Collaboration and Showcase (full day), to be held at the Southport Yacht Club on 12 April as part of the Trade 2018 program.</p>
Support economic transition for North Stradbroke Island (NSI).	6.3.1	Community & Customer Services	On Track	<p>Council is working with key stakeholders on the transition to a sustainable post-mining economy for North Stradbroke Island under the State Government's North Stradbroke Island Economic Transition Strategy. Redland City Council is the lead for Project 13: Location and Interpretive Signage of the State Government North Stradbroke Island Economic Transition Strategy. A revised scope for Project 13 was approved by the State Government and the funding agreement is being finalised.</p>
Develop strategic opportunities for Redland City Council land holdings.	6.4.1	Redland Investment Corporation	On Track	<p>Redland Investment Corporation's (RIC) Oakland Street townhouse project, Ava Terraces in Alexandra Hills, was close to 50% sold at the end of March. Construction is expected to be complete by mid-2018. RIC continued to assess opportunities on various sites.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Develop action plans for key industry sectors.	6.5.1	Community & Customer Services	Monitor	<p>On advice from the Redlands Economic Development Advisory Board, Council undertook a validation process to determine if the eight key industry sectors identified in the Redland City Economic Development Framework 2014-2041 (EDF 2014-41) are still relevant and if priority industries need to change, following the release of the 2016 Australian Bureau of Statistics Census data. The validation exercise findings confirmed the eight key industry sectors in the EDF 2014-41.</p> <p>The draft Health Care and Social Assistance Strategy and Action Plan was reviewed by the Redlands Economic Development Advisory Board. Feedback will be incorporated into the documents for consideration by Council.</p> <p>The draft Education and Training Strategy and Action Plan continued to be refined with further consultation with Redlands Economic Development Advisory Board members.</p>
Facilitate process with Economic Development Queensland.	6.6.1	Redland Investment Corporation	On Track	Weinam Creek Priority Development Area (PDA) activities are progressing in accordance with the PDA Planning Scheme. Redland Investment Corporation in coordination with Economic Development Queensland, has been working with Walker Group as they progress to the next stage in the Toondah Harbour project.



## 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 designed and delivered five corporate events attracting over 7,607 people. Notably Council delivered two major events which included the Gold Coast Commonwealth Games Queen's Baton Relay at North Stradbroke Island in January and Cleveland in March. These events attracted high attendance and received significant national media attention promoting the Redlands. Council facilitated the delivery of 20 community events attracting in excess of 46,500 people.</p> <p>On February 21, Redland Performing Arts Centre launched a 10th Birthday Annual Program of events, performances and art workshops. Redland Art Gallery launched a 15th Birthday Annual Program of exhibitions and art workshops. The event included a keynote address by The Hon. Leanne Enoch, Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts.</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	<p>Round two of the Community Grants and Sponsorship Grants Programs were opened and closed. Three Conservation Grant applications were received, 9 Organisation Support applications were received, 11 Project Support Grants were received and 26 Sponsorship Grant applications were received. All applications continue to be assessed.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Plan for effective sport and recreation areas.	7.2.1	Infrastructure & Operations	On Track	Council commenced preliminary works on Heinemann Road land acquired in 2017 for sport and recreation, including detailed survey and hydrology planning assessments.
Develop master plan for Cleveland activities precinct.	7.2.2	Infrastructure & Operations	On Track	Detailed design of the William Ross Park upgrade plans were completed. Commenced planning for an additional round of community consultation.
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	<p>Implementation of Council's Library Services Strategy 2017-2022 continued. On 23 March, a world news lounge, quiet study area and flexible modern shelving were installed in Cleveland Library to support the goal of welcoming destinations and flexible spaces.</p> <p>Redland Libraries continues to activate and engage through a range of partnerships and programs. The Summer Reading Club, which ran over the summer holidays, was very successful with 810 registered participants and 12,000 items borrowed during the program. The First 5 Forever program continued to deliver excellent outcomes for local families, supporting early literacy for 0-5 year olds, with a review of 2,017 attendances showing there were over 18,000 attendances at activities within our libraries and over 7,500 at outreach activities within the community.</p> <p>To support Council's goal of innovative and accessible services, digital services continue to expand, with free 24/7 access for library members to latest issues of 140 online magazines, over 22,000 e-books and almost 6,000 e-Audio books. These collections are growing in popularity with over 9,000 e-book and e-audio books borrowed per month. The free music streaming and download services are also popular with over 3,000 songs or albums per month being listened to by library members.</p>
Partner with community organisations and the private sector to deliver social infrastructure supporting community needs.	7.3.1	Community & Customer Services	Monitor	An evidence base for the development of a renewed Social Infrastructure Strategy is nearing completion. Targeted engagement aimed at community organisations was undertaken to support a consultative approach to ascertaining community needs. This will enable an informed approach supporting community development through social infrastructure, and strengthening Council's local networks and services.
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. Volunteers continued to undertake work at Council's Animal Shelter primarily assisting with animal welfare activities.

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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>Disaster Planning and Operations undertook 12 Community Resilience events on the mainland at Cleveland, Victoria Point and Capalaba in partnership with State Emergency Service. These events included:</p> <ul style="list-style-type: none"><li>- Static displays held at the libraries.</li><li>- 170 'Are you Ready Redlands?' bags were provided to our new Australian citizens at the Redland Citizenship Ceremonies and presented to a network meeting for the View Club.</li><li>- Four Community Resilience and community education events were held on Russell, Macleay and Lamb Islands in partnership with Queensland Fire and Emergency Services, State Emergency Service, Rural Fire Brigade, Crimestoppers, Queensland Ambulance Service, Emergency Services Cadets and Leaders, SMBI Community Champions and our Community Development and Disaster Planning &amp; Operations Teams from Redland City Council. This included the launch of Council's 'Get Ready, Know your Neighbour' cards, and a movie.</li></ul>

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## 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 Group have taken delivery of a new server, storage and network core equipment for the modular Data Centre to better protect Redland City Council's data and information. Information Management Group worked in conjunction with the Community & Customer Services Department to provide improved visibility of customer requests. An upgrade has been made to facilitate the replacement of Red-e-Map, Council's Geographic Information System. Information Management Group assisted the Health and Food Services Team to use a mobile inspection platform. The Information Management Group continued with the digitising of records before they return to physical storage.
Improve Council's e-service capability.	8.1.2	Organisational Services	On Track	Council worked towards the modernisation of the Owned Properties and Owned Animals online interfaces, paying particular attention to the accessibility of these functions from mobile devices. The QuickPay Rates online payment interface has been enhanced to allow quick response (QR app) code payments in the development environment.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Optimise Redland City Council's asset management governance.	8.2.1	Organisational Services	On Track	Phase One of the Asset Management project successfully delivered key governance documents. Asset management plan quality review workshops were held and a quality review checklist was deployed. An asset management assessment was conducted.
Establish governance over strategic and operational planning.	8.3.1	Organisational Services	On Track	The Strategic Planning Policy and Guideline commenced, establishing governance over strategic planning. The new integrated planning, budget, and portfolio process commenced including business planning and prioritisation activities which have strengthened accountability, transparency, and informed decision making for Council. An integrated portfolio prioritisation methodology was applied to successfully develop and prioritise the asset portfolio and associated budget for the 2018 - 2019 financial year.
Align staff capability and performance to deliver the Corporate Plan 2020 Outcomes.	8.3.2	Human Resources	On Track	The Leadership and Corporate Development Programs have been reviewed and rebranded to 'LEAP' (Lead, Engage, Adapt, Perform). The Programs include a career pathway aligned to Council's Core Capability Framework. The Internal / External Coaching Bench and in-house Mentoring Program for employees continues.
Further enhance the continual improvement culture supporting service delivery.	8.4.1	Organisational Services	On Track	A service design workshop was developed to improve customer centricity and the efficient delivery of value. A pilot workshop was held with Human Resources, and technology and process improvements have been implemented which improve the quality and timeliness of Council's recruitment practices. The CEO's Vision Action Plan was developed which seeks to improve the responsiveness, efficiency and effectiveness of the organisation. Project and program management reporting and reviews were improved to increase project management maturity, and a quarterly portfolio report was provided to the Executive Leadership Team to provide strategic performance oversight. Development of a glossary of terms commenced to provide a common language for project management, and a Community of Practice session was held to increase knowledge and raise awareness of project management governance and processes.
Embed change management capability within continual improvement programs.	8.4.2	Human Resources	On Track	Change management toolkit resources have been introduced and were successfully used in some active projects. A consultant was engaged to make recommendations to ensure upcoming change management activities support the Asset Management Project while building organisational capability at the same time.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Align the organisation to meet changing operational requirements.	8.4.3	Human Resources	On Track	<p>To enable greater strategic impact, workforce planning activities included the creation of a new process utilising previous resources and the toolkit provided by Local Government Association of Queensland.</p> <p>Enterprise bargaining planning has been undertaken with the Executive Leadership Team. A number of workshops and briefings were provided by the Workplace Relations Team to give the Executive Leadership Team the opportunity to explore and set goals for the next round of bargaining.</p>
Drive innovation and improvement through capable leadership.	8.4.4	Human Resources	On Track	Group managers undertook the Financial Management and Talent Management workshop in February. A Talent Management process was finalised for group managers and service managers for 2018. The Mate to Manager Program targeting 'leading self' and 'managing teams' were simultaneously rolled out with 30 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 procured services from Orima Research to run Council's employee engagement survey (MySay Survey) from 30 April until 11 May. Consideration of previous organisational survey results have been factored into the development of the 2018 survey.
Deliver a healthy and safe Redland City Council environment.	8.4.6	Human Resources	On Track	Actions were delivered from Council's Ageing Workforce Strategy and the Sedentary Workers Ergonomic Strategy (Take a Stand) which included planned medical assessments for 28 staff identified in a high risk environment. Fact sheets were released and tool box talks were delivered as part of a risk related education project on the hazards of poor sleep for workers. A review of the Hazards of Risk register commenced in March. Job task analysis was completed for labourer and labourer/truck driver workers. One course was delivered for Workplace Emergencies with nine people attending. Work commenced on the Draft Safety Management Plan 2018 - 2019.
Review Council's community engagement model and framework.	8.5.1	Organisational Services	On Track	Council consulted city-wide on how to manage and fund canal and lake waterway and revetment maintenance. Methods included Citizens' Advisory Panel meetings in January and February, as well as a city-wide telephone survey using an independent market research company.