



Operational Plan 2017-2018



Strategic Priority Annual Summary 2017-2018

In 2016, Redland City Council identified a number of strategic priorities to help 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 these priorities over the 2017-2018 financial year.

Economic Development

Economic development continued to be a key focus in 2017-2018 with Council's ongoing commitment to implement the Redland City Economic Development Framework 2014-2041. This commitment saw Council draft industry sector plans for Health Care and Social Assistance and Education and Training following consultant reports and extensive consultation with industry stakeholders.

Redlands Economic Development Advisory Board maintained its strong support of the Framework with the preparation of the first Annual Report 2016-2017 which was noted by Council in November 2017. New Board member, John Aitken was appointed to the Board in December following the resignation of Terry Morris.

Council undertook a data validation and assessment exercise to determine if the eight key industry sectors identified in the Economic Development Framework were still relevant based on the latest 2016 Australian Bureau of Statistics Census. These eight industry sectors were validated through this process. A gap analysis and opportunities assessment commenced to identify supply chain and import replacement opportunities in key sectors to improve workforce self-containment.

Council strengthened its international partnerships during a visit from a delegation from Qinhuangdao, China in June 2018 to sign a Sister City Agreement. In April 2018, a delegation visit of Japanese Gifu Medical Science

academics was hosted by Council following the Mayor's Business Mission to Asia in 2017. The delegation visited medical, research, nursing and aged care facilities within the Redlands ahead of the first study tour which is planned for early 2019.

Council participated in a number of economic initiatives for the Gold Coast 2018 Commonwealth Games including Trade 2018 events.

Council undertook several projects to enable local businesses to increase their capability and capacity including: a refresh of its monthly online business newsletter; drafting a *Redland City Business Toolkit* to assist people who are looking to start a business in the Redlands or expand an existing business; commencement of an economic development database project using Campaign Monitor and business surveying; and delivering a series of workshops, including some in partnership with the Australian Taxation Office, to well over 1,000 participants.

More than 125 guests attended a joint business breakfast delivered by Council and the Redland City Chamber of Commerce. The breakfast provided 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.

Council continued to partner with the State Government in the implementation of North Stradbroke Island Economic Transition Strategy (NSI ETS), as lead for *Project 13: Location and Interpretive Signage* and contributor to a further 17 projects. Project 13 commenced following the approval of a revised scope and finalisation of the funding agreement. Council established a working group to coordinate Council communications and participation in projects being funded under the NSI ETS, and continued to attend NSI ETS Implementation Committee meetings.

Cleveland's Doig St car park has been set for a new mixed-use development, including aged care accommodation following negotiations by Redland Investment Corporation.

Walker Corporation released an updated master plan for the Toondah Harbour Priority Development Area in response to feedback from leading environmental and wetland experts, public submissions and the Australian Government.

Council commenced planning for development of the Weinam Creek Priority Development Area. The master plan, being developed by Council for delivery in stages, includes significant public infrastructure and will transform the waterfront of Redland Bay, enhance the amenity and functionality of the busy local community hub.

A \$71 million Surf Lifesaving Centre of Excellence and Emergency Services Precinct is a step closer after Redland City Council and Surf Life Saving Queensland (SLSQ) signed a Memorandum of Understanding (MOU) on 11 October 2017. The MOU with SLSQ is for the organisation to relocate its headquarters to Redlands Coast and be co-located with the new Cleveland Aquatic Centre and Centre of Excellence, with potential for the project to also include emergency services organisations.

Sport, Education and the Arts

Council finalised the purchase of 159ha of land at Heinemann Road, Redland Bay to be used for sports land and nature based sporting activities, and commenced a detailed survey and hydrology study of the site to enable the area to be designed for sports that are best fit to the land.

Council provided and managed the bookings of 220 sporting facilities across the City. Council officers fostered effective partnerships with Redlands local sporting clubs, and engaged with approximately 110 clubs to support them in building their resilience.

In addition to the regular weekly sports undertaken by our local clubs, the City hosted major events in softball, baseball, golf, triathlon, board riding, junior ironman challenge, mountain biking, trail running, road and criterion cycling. Council also continued to provide lifeguard services on North Stradbroke Island and at Wellington Point reserve.

In an effort to maximise school sporting facilities, Council has continued to liaise with the schools, State bodies and local clubs to foster partnerships that support the overflow of training requirements.

Council received funding from the State and Federal government for the delivery of a Healthy and Active Program in support of the Gold Coast Commonwealth Games. 2,200 people participated in the program across the City which was designed to encourage people to become healthy and physically active.

Drafting of Council's Education and Training Plan commenced after detailed research was undertaken through a consultancy report and validated by key industry stakeholders and the Economic Development Advisory Board. The Education and Training Plan 2018-2023 supports the objectives of the Redlands Economic Development Framework 2014-2041 and sets out how Council will work with industry, businesses and governments to meet the challenges and capitalise on employment and economic opportunities in the sector.

In June 2018, Council commissioned an environmental scan of international education providers and related stakeholders to identify potential partnerships, relationships and opportunities. Council also commenced planning for an Education Roundtable, to be held on 24 August 2018, for Redland City educators and associated parties.

Some milestone birthday celebrations occurred throughout the year with a program of events, performances workshops and exhibitions to acknowledge the 10th birthday of the Redland Performing Arts Centre and the 15th birthday of the Redland Art Gallery.

Redland Art Gallery delivered 23 exhibitions and 80 community workshops, with a total of 45,829 people visiting the gallery throughout the year. The Redland Performing Arts Centre held 329 events throughout the year with up to 51,666 people visiting the centre and over 29,400 tickets sold.

Council delivered a new Public Art Framework in June 2018 that will guide the development, acquisition and delivery of public art in the City.

Council continued to support our rich Quandamooka culture through art, with four exhibitions at the Redland Art Gallery featuring Quandamooka artists, a Quandamooka mural was installed on the Cleveland library wall and public art by Quandamooka artists were displayed in both Cleveland and Dunwich.

Transport and Connectivity

Council commenced drafting the new Redlands Transport Strategy, which will guide the direction for future transport planning in the Redlands. Strategic transport planning has also commenced in the development of the Cleveland Centre Traffic and Transport Strategy, which will outline recommended actions to create a more connected and accessible centre while accommodating new development.

Council collaborated through strategic transport partnerships including as a representative in the Steering Committee and working group for the NSI Public Transport Strategy. Council also joined the recently revived South East Queensland Travel Behaviour Working Group with Brisbane City Council, City of Gold Coast, Ipswich City Council and Noosa Shire Council.

Council undertook investigations of various innovative transport solutions, including a successful demonstration of an autonomous bus in Cleveland in March 2018. 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.

Council officers continued working with the South East Queensland Council of Mayors to facilitate an extended trial of an autonomous vehicle in Redlands, with likely locations being the City's islands. This included advocacy to the Department of Transport and Main Roads to implement legislation to accommodate the roll-out of autonomous vehicles.

Council undertook several internal initiatives to embrace transport opportunities including the integration of electric bikes into Council's fleet system and the development of a Workplace Travel Plan aimed at creating a travel resilient organisation.

Council continued advocating to State Government agencies to develop evidenced based planning documents which will inform the need and benefits of infrastructure project business cases. 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.

A trial was completed of the Active School Travel Program with two schools participating: Cleveland District State High School and Redlands College. The results of the trial have been reviewed and potential improvements identified.

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 active transport network in the City with 805 metres of new pathway installed and 334 metres of new cycleway. Council also upgraded 653 m of footpath at Masthead Drive, Raby Bay and Capalaba.

Council successfully advocated for the Weinam Creek bus station upgrade, which was completed by the State Government in 2017/2018.

City Planning

Council officers continued to work with the State Government on outstanding matters from the State interest review following submission of the draft Redland City Plan to the Planning Minister for approval to adopt.

Preparation for commencement of the Redland City Plan commenced following approval of the City Plan by the Minister for State Development, Manufacturing, Infrastructure and Planning on 9 June 2018.

A Special Meeting of Council to consider adoption of the Redland City Plan was adjourned on 25 June 2018 and reconvened to 6 July 2018.

Branding and Identity

Council undertook extensive research and consultation to support our commitment to developing a new city brand. This included engaging approximately 5000 community members, businesses, industries and visitors. The Redlands Economic Development Advisory Board and stakeholder groups including Quandamooka Elders, Tourism Sub-committee, Tourism industry bodies and Queensland Government departments all contributed towards the development of the project.

Delivery of the new city brand included brand architecture, place name "Redlands Coast", positioning statement "Naturally Wonderful" and a visual identity including a logo. These branding products were adopted by Council on 6 June 2018. Local artists were engaged to deliver pieces of work to support the new city brand including a new logo designed by Quandamooka artist, Delvene Cockatoo-Collins, and a Redlands Coast soundtrack delivered by a local musician, Kuya Howler.

Plans to launch the brand were developed which include several internal and external campaigns and industry and business launch events, a tourism video and destination website, among other initiatives. The launch commenced with

public relations and media announcements, a brand hype reel video for promotional purposes, and a local talent attraction campaign that included local people and businesses in all photography and videography work. The brand was also presented to tourism operators and event organisers across the City at Council's Tourism and Events forum in June 2018.

Council established partnerships with Straddie Chamber of Commerce, State Government and Brisbane Marketing with intention to develop co-operative marketing campaigns. Development of a new destination marketing tourism website commenced through engagement of a website development specialist.

Smart Cities

Council secured \$500,000 funding over three years through the Queensland Government Advancing Regional Innovation Program. Council partnered with Griffith University, Logan City Council and a local advisory group and worked to deliver a program of innovation and entrepreneurship activities in the Logan Redlands region. Program outcomes included appointment of a regional program coordinator; delivery of a program of workshops with local schools and businesses to grow and foster local innovation; representation at the annual Myriad Festival in Brisbane by local robotics/entrepreneurial businesses; and delivery of a Redlands Focus on Aged Care event in June 2018 which was attended by more than 65 people from age care and community care networks.

Council collaborated with a group of local entrepreneurs who shared a vision for developing the local innovation and entrepreneurial business community, and establishing an Angel Investors Network. Council supported the inaugural Angel Investors Dinner for the Redlands in April 2018, which was attended by 36 local investors.

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 consultant appointed by the State Government, Aurecon, completed an early stage assessment incorporating feedback from external stakeholders and Council that outlines future options for a potential Cleveland Innovation Precinct.

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

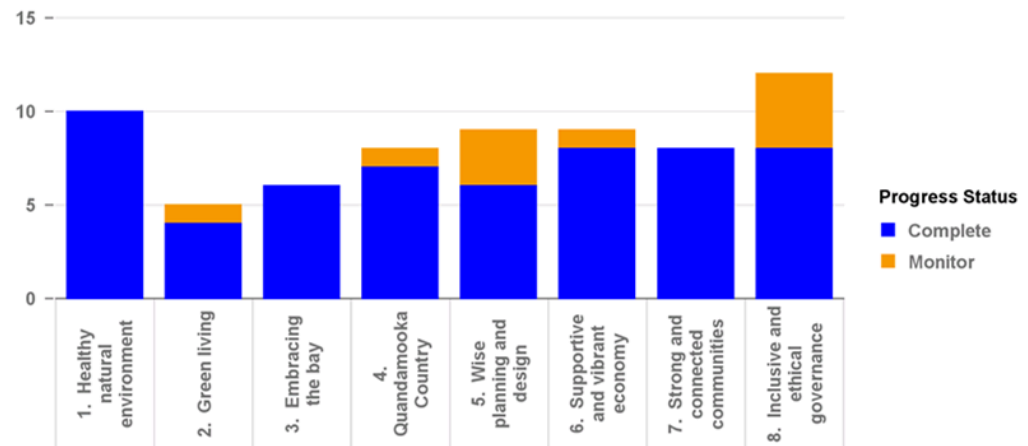
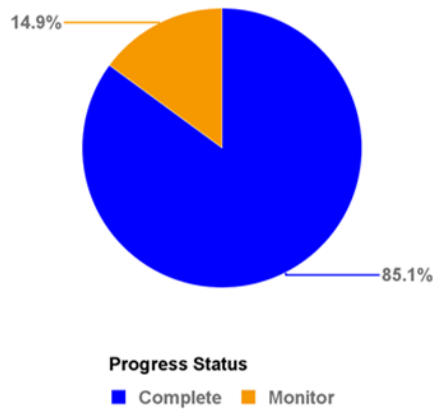
A number of vendors were canvassed seeking a wireless and fixed line fibre solution to internet connectivity for industrial estates in the Redlands, however no viable solutions have been identified. Further investigations with alternative vendors are underway for infrastructure builds within the City.

Council has been advised that the southern end of North Stradbroke Island and Russell Island have been included in round three of the Australian Government Department of Infrastructure, Regional Development and Cities Mobile Black Spot Program. Optus is currently in the process of building a shared communications tower on the southern end of Russell Island, with the site design brief now completed and execution of the current government agreement underway.

Work continued 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	Complete	Monitor	Total
1 Healthy natural environment	10	0	10
2 Green living	4	1	5
3 Embracing the bay	6	0	6
4 Quandamooka Country	7	1	8
5 Wise planning and design	6	3	9
6 Supportive and vibrant economy	8	1	9
7 Strong and connected communities	8	0	8
8 Inclusive and ethical governance	8	4	12
Total	57	10	67

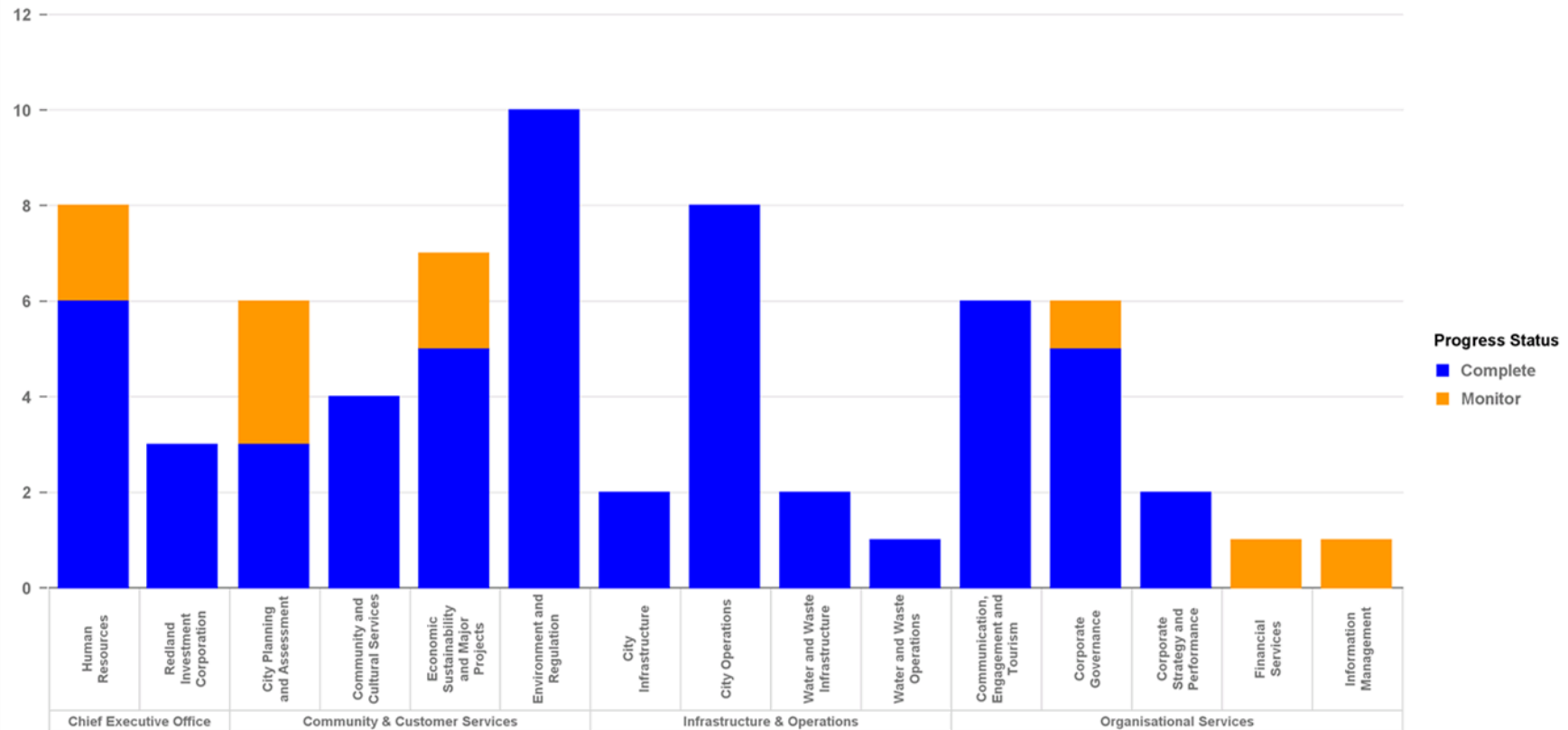


Monitor There are issues with timeframes and/or budget but it is still expected that with close monitoring the significant activity will be delivered.

Complete The significant activity has been delivered.

Organisational Performance – Quarter Summary

Department	Complete	Monitor	Total
Chief Executive Office	9	2	11
Community & Customer Services	22	5	27
Infrastructure & Operations	13	0	13
Organisational Services	13	3	16
Total	57	10	67



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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	Complete	Council actively investigated and monitored the implementation of options for its water bodies through designs, acquisitions, condition assessments and responses from the community. Currently there are 180 water bodies identified on Council land. Council commenced development and implementation planning of a de-watering management plan for all Council water bodies.
Plan and deliver conservation restoration activities.	1.1.2	Infrastructure & Operations	Complete	All works were completed as planned. Rehabilitation work included weed control, soil conditioning and the revegetation of degraded sites. Works occurred across priority locations within the City including Coolinwynpin, Tarradarrapin, Hilliards, Moogurrapum and Erapah catchments.
Engage and deliver restoration through partnership with community and external groups.	1.1.3	Community & Customer Services	Complete	Redland City Council community environmental extension services engaged with the local community through a range of programs, including Land for Wildlife, Koala Conservation Agreement Program, Waterways Extension Program, Bushcare and Your Backyard Garden. A total number of 6,365 plants were planted through the Community Bushcare Program during the year, plus an additional 305 koala trees. 270 group working bees were held, completing weeding and bush regeneration throughout the City. Council has increased property partnerships with private landholders resulting in a total of 182 Land for Wildlife, 80 Koala Conservation, 103 Waterways extension and 70 Your Backyard Garden participants.
Continue implementing a program to plant one million native plants in the Redlands by 2026.	1.1.4	Infrastructure & Operations	Complete	A total of 94,898 additional plants were planted in 2017/18 by Parks & Conservation and Bushcare, which contributes to the 1 Million Native Plants project. Approximately 177,600 native plants have been planted since the count began on 1 July 2016.
Implement the Natural Environment Policy.	1.2.1	Community & Customer Services	Complete	The Koala Conservation Strategy 2016 and five year action plan progressed from planning into delivery phase, with the commencement of koala population and location research and surveys, genetic sampling and city-wide population mapping. The Wildlife Connections Plan 2018-2028 and five year action plan was finalised and adopted by Council and implementation of actions are underway.

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Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Plan and deliver community education programs to protect native wildlife.	1.2.2	Community & Customer Services	Complete	<p>Over 5,500 calls were received from the Redland Wildlife Rescue Service this year and over 7,000 volunteer hours given to the management and protection of Redland's wildlife. Increased community participation was observed at both the annual curlew count and the North Stradbroke Island koala survey. Council officers attended the Glossy Black Cockatoo Conservancy meeting, Flying Fox Heat Stress Planning workshop and participated in ongoing monitoring of the Virtual Fence trial at Heinemann Road, Redland Bay.</p> <p>Wildlife community education talks were delivered to Scout groups, Redland's Returned Services League and schools throughout the City, as well as at IndigiScapes. The talks and workshops covered many topical wildlife issues relevant to the Redlands.</p>
Partner with community for improved environmental outcomes.	1.3.1	Community & Customer Services	Complete	<p>Council officers attended a total of 257 private properties for participation in Land For Wildlife, Your Backyard Garden, Waterways Extension and Koala Conservation private landholder partnerships. 55 school visits and IndigiScapes excursions were completed with over 1,500 participants in total. The Indigi Day Out event was held in June with over 3,000 visitors to the centre exploring the veteran trees campaign.</p>
Deliver land management extension programs within the community.	1.3.2	Community & Customer Services	Complete	<p>Community Bushcare delivered over 270 working bees and planted 6,670 plants in the City. Additional community engagement involved Trees for Weeds campaign (mainland and Southern Moreton Bay Islands), Vertical Garden workshop, Wildflower Walk, community talk at Retirement Village, Eucalypt Identification workshop and Indigi Day Out. 20 volunteers completed first aid training.</p> <p>The environment extension program (Habitat Protection) arranged and delivered National Tree Day planting, Land For Wildlife Fungal Ecology workshop, Trees for Weeds, and assisted with the Glossy Black Cockatoo tree planting. Further community talks included Dr Capon - Cane Toad Challenge Talk, Horse Management workshop and Snake workshop, were conducted at the IndigiScapes centre, with the mainland and Southern Moreton Bay Islands community.</p>
Enhance the visitor experience of Redland's natural assets.	1.4.1	Infrastructure & Operations	Complete	<p>The Bayview Conservation Area was upgraded with new staging area, carpark, toilets, shelter, water, shower, horse trough, bike washdown and map signage. A range of new trails and signage has been constructed throughout the reserve.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Improve the customer experience at IndigiScapes.	1.4.2	Community & Customer Services	Complete	<p>The new IndigiScapes nursery was constructed with 85% of the internal fit-out completed. The Stage Two expansion of the IndigiScapes centre progressed with design documentation and development approval nearing completion. Advanced preparation occurred for the installation/construction of the southern gardens new amenities block. The southern gardens landscape design was completed following stakeholder engagement.</p> <p>Trees for Weeds, Bushcare Major Day Out, Wonderful Wildlife Day, Embrace the Bay, Indigi Day Out and Living Green Expo attracted approximately 41,450 visitors to the IndigiScapes Centre for the year.</p>

2. Green living

2020 Strategic Outcomes

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

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

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

2.4 Council and the community actively recycle and reduce waste.

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

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Manage implementation of the Redland City Council Climate Change Action Plan.	2.1.1	Community & Customer Services	Complete	The Redland City Council Green Living Policy review was completed by officers with additional recommendations for the amendment and revision of the Climate and Energy Action Plan.
Provide information to raise community awareness and education.	2.2.1	Community & Customer Services	Complete	<p>The Renewable Energy Feasibility study initial works were completed, with the implementation of the Redland City Council Climate and Energy Dashboard. This is an internal energy monitoring system that allows for tracking and monitoring of Redland City Council's energy consumption.</p> <p>Roof-top solar panels were installed at Council's Depot Fleet Maintenance building. The contract was awarded to install rooftop solar panels to the Animal Shelter building and IndigiScapes nursery.</p>
Plan and deliver waste management services to meet current and future needs of the city.	2.3.1	Infrastructure & Operations	Complete	<p>Terms of Reference were developed for a bulk waste disposal plan to incorporate current and future needs and opportunities for regional collaboration. Council kept up to date and responded to changes on new Federal and State waste policy developments. Redland City Council joined the newly created Waste Working group through Council of Mayors (SEQ) to advocate for new opportunities for waste management that offer collective benefit across the region. Planning for potential new future services occurred in waste collection and recycling contracts as they were renewed.</p> <p>Rehabilitation and remediation work continued on closed landfills to mitigate the risk of environmental harm with regular site inspections and environmental monitoring conducted. Site capping and drainage works were completed at Duncan Road baseball fields. Design was completed for a leachate collection trench and capping improvement at Judy Holt Park on the northern batters. Vegetation and capping maintenance, together with de-silting of the stormwater ponds occurred at the Birkdale landfill.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Reduce the amount of waste going into landfill.	2.4.1	Infrastructure & Operations	Complete	The voluntary kerbside green waste collection service was expanded by 1,247 bins to almost 20% of the City collecting 3,769 tonnes of garden organics. Similarly, promotions of larger recycling bins and improved recycling behaviour have resulted in an improved kerbside resource recovery rate of 26.2% (2017-18) against 25.9% (2016-17). Overall resource recovery for all waste generated in the City reduced to 44.8% (2017-18) from 46.3% (2016-17) as a result of changes to timber management at mainland waste transfer stations.
Deliver transport planning for the city.	2.5.1	Community & Customer Services	Monitor	<p>The draft Redlands Transport Strategy was prepared and is being reviewed. It is intended that the draft Redlands Transport Strategy will be released for community consultation following Council endorsement with the intention of being finalised and adopted by Council in 2018.</p> <p>The Cleveland Traffic and Transport Strategy project has progressed through the community consultation stage and into the final drafting stage. It is intended that this strategy will be finalised in 2018, subject to Council adoption.</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	Complete	<p>Council continued its ongoing partnership with Healthy Land and Water in regards to monitoring specific waterway sites within the City. The 2017 South East Queensland Healthy Land and Water Report Card was released in November 2017.</p> <p>Other initiatives such as the Lower Brisbane and Redlands Catchment Action Plan 2018-2021 were completed in June in partnership with Brisbane City Council and the Resilient Rivers program.</p> <p>Council continued to progress the Pest Fish Action Plan to enhance the ecological health of local waterways and undertook an Embrace the Bay event in December 2017 to celebrate the recreational and environmental value of the Bay to the City.</p> <p>Council undertook recreational and environmental water quality monitoring during the year as part of its program of improving the health of local waterways and Moreton Bay.</p>
Partner with Education Queensland in activating the community use of schools for sport and recreation purposes.	3.2.1	Infrastructure & Operations	Complete	<p>Council Officers, on behalf of sporting groups, continued to liaise and negotiate with local schools so that school facilities may be used by local sporting clubs. Additionally, Tennis Queensland and Council officers identified 56 tennis courts in Redlands schools that would be suitable for community use.</p>
Develop a coastal adaptation strategic plan.	3.3.1	Infrastructure & Operations	Complete	<p>The Coastal Hazard Adaptation Strategy is progressing with the project plan. In line with the QCoast 2100 Minimum Standards and Guidelines for Queensland Local Governments. The Communication and Engagement Plan (Phase 1), Gap Analysis and Document Review (Phase 2) was completed.</p>

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	Complete	A number of initiatives were undertaken this year to build resilience and improve community capacity to prepare for, respond to and recover from natural disaster events. These initiatives included: Implementing recommendations from the 2017 Fire Review Report. Success of Exercise Afterburn which brought together all levels of government, emergency services, humanitarian organisations and the community to develop recovery strategies following a devastating bushfire. The continued growth of the Community Champions program that was first piloted on the Southern Moreton Bay Islands which has now gained momentum on North Stradbroke Island and Coochiemudlo Island. The Street Speaks disaster education program that delivered hundreds of hours of community contact time in the provision of disaster preparedness and resilience information.
Manage risk and hazards to the public.	3.4.1	Infrastructure & Operations	Complete	In line with the Coast Safe recommendations, final signage type and locations for North Stradbroke Island were confirmed in conjunction with Surf Life Saving Queensland to prepare for installation. Signage installation will commence in the 2018-19 financial year.
Progress development of Priority Development Area (PDA) activities.	3.5.1	Redland Investment Corporation	Complete	Redland Investment Corporation (RIC), in coordination with Economic Development Queensland (EDQ), worked closely with Walker Group as they liaised with the State and Federal Governments to progress the Toondah Harbour Priority Development Area project. In late June 2018, Walker Group lodged a third referral to the Federal Government under the Environment Protection and Biodiversity Act 1999, with an updated proposed master plan for the project. The updated plan incorporated a number of new initiatives and considered feedback from leading environmental and wetland experts, public submissions and the Federal Government. In early 2018, RIC and EDQ examined a project proposal Walker Group had previously submitted for the Weinam Creek Priority Development Area and came to a decision, in conjunction with Walker Group, not to proceed with the proposal. In June 2018, Redland City Council announced that it would take up the planning for the Weinam Creek PDA, releasing a draft master plan for the project. RIC was engaged to manage stage one of the PDA project and as at 30 June 2018 had progressed to the advanced stages of planning for stage one.

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	Complete	Opportunities for Aboriginal cultural heritage training were organised with the Quandamooka Yoolooburabee Aboriginal Corporation (QYAC) with training dates made available for Council employees. Employees involved with Aboriginal cultural heritage matters were encouraged and supported to attend the training.
Embed Indigenous cultural awareness training at Redland City Council.	4.1.2	Human Resources	Complete	Cultural awareness training is included in Council's corporate induction for new employees. Development of further cultural awareness training was completed with employees attending a Quandamooka cultural day. All scheduled training days were fully booked with positive feedback provided.
Update Council's Aboriginal and Torres Strait Island Community Policy and Guidelines.	4.1.3	Organisational Services	Monitor	<p>The Aboriginal and Torres Strait Islanders Community Policy was reviewed and adopted by Council at the General Meeting in April 2018. The Aboriginal and Torres Strait Islanders Community Guideline and Action Plan will be completed in the next financial year.</p> <p>Council observed the cultural protocols of incorporating a welcome to country, smoking ceremony and an acknowledgement of country at significant events including Christmas by Starlight, Australia Day Awards and the Australia Day Citizenship event.</p> <p>Council collaborated with the Department of Aboriginal and Torres Strait Islander Partnerships to present an information session on the Aboriginal Cultural Heritage Act 2003 to Councillors and staff. Council engaged the Quandamooka Yoolooburabee Aboriginal Corporation to manage and protect Aboriginal Cultural Heritage in the Redlands.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Promote awareness and understanding of the local Aboriginal and Torres Strait Islander culture through events.	4.2.1	Organisational Services	Complete	<p>Council engaged and collaborated with Aboriginal and Torres Strait Islander groups and individuals through events including the Christmas by Starlight event, the Queen's Baton Relay for the Commonwealth Games and the Australia Day Awards. A new category, Reconciliation, was introduced to the Council's Australia Day Awards.</p> <p>The National Reconciliation Week/National Aborigines and Islanders Day Observance Committee (NAIDOC) Committee planned events to celebrate the national themes for the two weeks.</p> <p>Council introduced a new reconciliation initiative to acknowledge and thank Aboriginal Elders for their ongoing partnership and collaboration with Council.</p>
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	Complete	<p>Libraries delivered six children's activities focusing on Aboriginal culture and history. This included pop-up libraries during NAIDOC week, school visits and story time. Libraries hosted an author event during Reconciliation Week with a local Quandamooka author reading from their latest children's book 'Whale Dreaming'.</p> <p>'Remembering them: Honouring the First World War serviceman and women of the Redlands' was published and launched in April highlighting the contributions of 12 local Indigenous servicemen. Local Aboriginal history, culture and artefacts were also highlighted at an event for seniors for National Reconciliation Week.</p> <p>Council provided sponsorship and in-kind support to Quandamooka Festival and facilitated partnerships between two signature festivals which resulted in the Quandamooka Festival Kunjiel (Corroboree) in the RedFest program. Council delivered corporate and tourism related events that promoted and showcased Quandamooka culture including two Gold Coast Commonwealth Games community celebrations where respected elder Aunty Rose Borey carried the Queens Baton on Quandamooka Country and during Council's Christmas by Starlight event. Council introduced the reconciliation award as part of the Redland City Australia Day Awards program in 2018 which recognised significant achievement by an individual or group who actively worked on reconciliation between Aboriginal and Torres Strait Islander and non-indigenous people in the Redlands.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Partner with QYAC to plan and monitor commitments under the ILUA.	4.3.1	Organisational Services	Complete	<p>Council and the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) held a number of Indigenous Land Use Agreement (ILUA) Business Day meetings. A number of the ILUA commitments continued to progress through these operational meetings. The ILUA Consultative Committee meeting scheduled for December 2017 was postponed and held in June 2018.</p> <p>The ILUA Capital Works Forum held on North Stradbroke Island, was facilitated by Council's General Manager of Infrastructure and Operations. The ILUA Joint Protecting Sea, Land and Environment Committee scheduled to meet in 2018 was postponed until the next financial year.</p> <p>The Land Use Planning Committee reconvened in 2018. ILUA commitments continue to be progressed through these operational meetings. Council conducted two internal ILUA review meetings, in May and June, and endorsed an internal committee structure for coordinating the ILUA commitments and synergies with Council priorities and activities.</p>
Plan and deliver commitments under the ILUA in partnership with QYAC.	4.3.2	Organisational Services	Complete	<p>Council continued to support and resource the delivery of commitments under the Indigenous Land Use Agreement (ILUA) with the Quandamooka People. During the year meetings of the ILUA Consultative Committee, the Capital Works Forum and the Land Use Planning Committee were held along with Business Day meetings.</p>
Support the development of eco-cultural tourism.	4.4.1	Organisational Services	Complete	<p>Council delivered a Quandamooka-focused Gold Coast Commonwealth Games Queen's Baton Relay community event on North Stradbroke Island, resulting in national television coverage of the island as an eco-cultural tourism destination. Council also provided \$30,000 cash sponsorship to the Quandamooka Festival and promoted eco-cultural tourism on North Stradbroke Island through e-newsletters, 'Our Redlands' magazine, and digital media. In conjunction with traditional owners and Brisbane Marketing, Council facilitated international sporting teams to visit the island, resulting in international exposure on Fox Sports, promoting the island as an eco-cultural tourism destination. Council sponsored the Intrust Super Cup Indigenous rugby league round at Dunwich, including Channel 9 coverage of the island's eco-cultural tourism offerings.</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	Complete	<p>As an interim measure until such time as the new City Plan commences, an amendment to the current Redlands Planning Scheme will come into effect on 1 July to allow Council to continue to levy infrastructure charges and condition development for compliance with the adopted Local Government Infrastructure Plan (LGIP).</p> <p>Council officers liaised with responsible infrastructure network planners to ensure the inclusion of applicable LGIP Plan projects, estimated costs and anticipated delivery timeframes into Council's Capital Works program.</p>
Implement the Netserv Plan.	5.1.2	Infrastructure & Operations	Complete	<p>In parallel with the Local Government Infrastructure Plan approval process, public consultation of the revised Netserv Plan Part A was undertaken. Changes were made following the consideration of submissions and the preceding (June 2017) endorsement of consistency of the Netserv Plan Part A with the South East Queensland Regional Plan from the State Minister. The revised Netserv Plan Part A was adopted by Council with its commencement linked to the commencement of the Local Government Infrastructure Plan.</p> <p>One of the major components required in the Netserv Plan Part A is the planning for trunk infrastructure. The Netserv Plan also incorporates Redland Water's Asset and Service Management Plans, including the Capital Works program for Redland Water. The current Redland Water Capital Works Program was aligned to the revised Netserv Plan, and Redland Water progressed with the delivery of this aligned Capital Works Program over the 2017-18 financial year.</p>
Commence the Redland City Plan.	5.1.3	Community & Customer Services	Monitor	<p>The draft City Plan was submitted to the State Government in March 2017 seeking final approval. Council received formal advice from the State Government in June 2018 that Council may proceed to adopt the new City Plan subject to a number of ministerial conditions. A special meeting of Council was held on 25 June 2018 seeking a decision to adopt and commence the Redland City planning scheme, with that meeting adjourned until 6 July 2018.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Coordinate a centres master planning and place making program.	5.2.1	Community & Customer Services	Monitor	<p>Council continued stakeholder engagement with property owners in the CBD to help stimulate interest and action in place making and revitalisation endeavours. A number of place-making activities were delivered throughout the year including a public art mural on the Cleveland library building, and approval for installation of public wifi at Raby Bay Harbour Park.</p> <p>Council through a partnership with Mater Health Services and Metro South Health commenced a master planning study for the Redlands Health and Wellness Precinct. The three-stage study, being undertaken by consultants, includes an economic impact assessment, land use and planning study. The Stage 1 report (Demand Drivers Assessment) dated 5 March 2018 was received from the consultant. The report, which includes profiling of the drivers and key opportunities and challenges in the Redlands economy and identification of key learnings and lessons from best practice health precincts elsewhere in Australia and internationally, has informed Stages 2 and 3 which are currently underway. The project will recommend a preferred Structure Plan for the Health and Wellness precinct for consideration by Council and its project partners in 2018/19.</p>
Develop master plan for Redland Aquatic Redevelopment.	5.2.2	Infrastructure & Operations	Complete	Preliminary options and planning investigations were completed to guide future master plan design development.
Plan for future use of surplus commonwealth land at Birkdale.	5.2.3	Community & Customer Services	Monitor	Discussions between Council and the Federal Government regarding the purchase of surplus commonwealth land have continued. Once purchase negotiations are finalised, Council will seek to re-commence a planning exercise to determine the appropriate future land use of the site.
Maintain effective systems and processes that underpin quality, timely decision making for development applications.	5.3.1	Community & Customer Services	Complete	Applications were processed in accordance with the Planning Act 2016. Work continued on the ePlanning project funded by the State Innovation and Improvement Fund with the review and implementation of receipting of development applications. Preparation for commencement of City Plan has commenced following approval by the Minister for State Development, Manufacturing, Infrastructure and Planning.
Advocate for key city building infrastructure including identifying funding paths for delivery.	5.4.1	Community & Customer Services	Complete	Council continued to advocate for key city building infrastructure and the identification of funding paths for delivery through a number of avenues and engagement activities. Joint major events with the Redland City Chamber of Commerce promoted opportunities for business investment in the Redlands and informed about major new projects in South East Queensland (SEQ) including the Queen's Wharf Development and Brisbane Airport upgrades. As a member of the State Government's SEQ City Deal Economic Narrative Reference Group, Council was active in providing input and feedback to the SEQ City Deal Framework and the Brisbane's Future Tourism Infrastructure Needs Discussion Paper. Council continued to actively participate in the SEQ Food Trails User Group to ensure that Redlands is featured in the SEQ Food Trails website initiative.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Plan and develop cross-boundary transport and infrastructure priorities.	5.4.2	Community & Customer Services	Complete	<p>Council officers continued to work with the Department of Transport and Main Roads to develop a business case that prioritises the planning and delivery of major infrastructure projects that will benefit the Redlands. Preparing clear evidenced based planning documents enables Council to advocate more effectively with Federal and State Government and neighbouring Local Governments.</p> <p>Council worked with the Department of Transport and Main Roads to develop a project scope that focuses on upgrading the bus interchange in Capalaba. The project scope compliments a study completed on the Old Cleveland Road Corridor that identified actions to improve bus prioritisation.</p>

6. Supportive and vibrant economy

2020 Strategic Outcomes

6.1 Council supports infrastructure that encourages business and tourism growth.

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

6.3 Council's involvement in the State Government's North Stradbroke Island Economic Transition Committee supports and aligns with Council's strategic objectives, which help deliver long-term economic sustainability for North Stradbroke Island (Minjerribah).

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

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

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

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Partner with external stakeholders to deliver key city building infrastructure to support Council's priorities.	6.1.1	Community & Customer Services	Complete	<p>Council secured funding through the Queensland Government Advancing Regional Innovation Program (\$500,000 over three years), which aims to support innovation and entrepreneurship in regional Queensland. Council, and project partners including Griffith University and Logan City Council worked to deliver a program of innovation and entrepreneurship activities in the Logan Redlands region. Program outcomes included appointment of a regional program coordinator, delivery of a workshop series with local schools and businesses to grow and foster local innovation, representation at the annual Myriad Festival in Brisbane by local robotics/entrepreneurial businesses, and delivery of a Redlands Focus on Aged Care event in June 2018 that was attended by more than 65 people from aged care and community care networks, as a lead in to a major innovation forum to be held in 2018-19.</p> <p>Council collaborated with StartUp Redlands to secure the delivery of events during 2018-19 with an entrepreneurship and innovation focus for the Redlands community and businesses. This initiative met Advancing Regional Innovation program deliverables to help further enhance the local innovation ecosystem.</p> <p>Council secured 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, administered by the Department of State Development, Manufacturing, Infrastructure and Planning supports the development of a robust project pipeline by enabling projects to be matured from conceptually good ideas into solid proposals. The consultant appointed by the State Government Aurecon, completed an early stage assessment incorporating feedback from external stakeholders and Council outlining future options for a potential Cleveland Innovation Precinct.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Develop tourism infrastructure.	6.1.2	Organisational Services	Complete	<p>Council's tourism subcommittee met seven times to provide advice on a broad range of tourism initiatives including the new city destination brand, promotional opportunities and industry development programs including digital capacity workshops, experience development programs, tourism and event forums and marketing initiatives.</p> <p>Council completed procurement and design of a new mobile-accessible destination website for launch in August 2018. The new website is part of the new destination place brand 'Redlands Coast - Naturally Wonderful'.</p>
Develop and deliver a unique Redland City brand.	6.1.3	Organisational Services	Complete	<p>A new city brand was completed and adopted by Council on 6 June 2018. The brand includes the name 'Redlands Coast' for marketing purposes and the tagline 'Naturally Wonderful'. A visual identity, including a logo incorporating Quandamooka design elements, was also developed and launched. The brand was developed after extensive consultation with about 5,000 locals, businesses and visitors to the City.</p>
Develop strategies and activities to support key events.	6.2.1	Organisational Services	Complete	<p>Council continued to progress through the 19 actions in the Events Strategy and Action Plan 2017-2022, including delivering connectivity to events through Translink partnerships, operator networking opportunities, two tourism and events forums, event bundling and packaging, a new online system for applying for in-kind sponsorship, signature event development, a venue famil for event organisers, leveraging opportunities from the 2018 Commonwealth Games, event surveys and establishment of a dedicated unit for community events.</p> <p>Redland Art Gallery delivered 23 exhibitions and 80 community workshops, attracting 45,829 attendees. Redland Performing Arts Centre delivered 329 events, with 29,423 ticket sales and overall attendance of 51,666 people.</p> <p>Council delivered 29 corporate events attended by 24,886 people. Events included Christmas by Starlight, Lighting of the Christmas tree, two Gold Coast Commonwealth Games Queen's Baton Relays and Diner en Rouge.</p> <p>Council facilitated delivery of 86 community events attended by 250,000 people. Events included Quandamooka Festival, RedFest, Island Vibe and Greazefest.</p> <p>Council commenced development of an online events permit form and coordinated 27 Red Team event meetings to ensure a streamlined event permit allocation for community events.</p>
Plan and coordinate Redland's participation in the Gold Coast Commonwealth Games legacy events.	6.2.2	Community & Customer Services	Complete	<p>Council's Commonwealth Games Liaison Committee, which included representation from business areas across Council and from the Office of the Commonwealth Games - Department of Tourism, Events and Small Business, met on a monthly basis to plan for delivery of the Queen's Baton Relay community celebrations and other Gold Coast 2018 (GC2018) Commonwealth Games related initiatives including the Trade 2018 program.</p>

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Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
				<p>Council successfully applied for funding through the Office of the Commonwealth Games to support delivery of two Queen's Baton Relay (QBR) community celebrations. Council successfully hosted a QBR Community Celebration on 8 January 2018 on North Stradbroke Island, which attracted more than 1,000 attendees and achieved national media coverage. Quandamooka Elder Aunty Rose Borey was the baton bearer for the celebration. On Saturday 31 March 2018, the Cleveland leg of the QBR commenced at the Cleveland Lighthouse and a community celebration was held in Raby Bay Harbour Park. The celebration event attracted more than 5000 attendees and 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 as well as free activities. QBR sponsor Q-Super selected the Cleveland community celebration as one of the best celebrations in Queensland and offered Council the opportunity to apply for \$10,000 towards a community initiative. Council was successful in its application to contribute the funding toward extending the Redlands Healthy and Active program.</p> <p>The Redlands Healthy and Active program, backed by generous grants from the Australian and Queensland Governments, through the Embracing 2018 Legacy program for the GC2018 Commonwealth Games, delivered a community based physical activity program to the Redlands contributing to building healthier, happier and more vibrant communities. As part of the same funding package Redlands was able to deliver the Redlands Games Carnivale event which brought the Games to Raby Bay Harbour Park (4-15 April 2018).</p> <p>Council organised a welcome to more than 60 Team England representatives on Easter Monday, which included a cultural talk from Quandamooka Man Matt Burns and gifts from Quandamooka artist Delvene Cockatoo-Collins, who designed the GC2018 Commonwealth Games gold, silver and bronze medals. Redland Art Gallery featured an art exhibition by Delvene Cockatoo-Collins, whose artwork Migalu Yalingbilla – White Humpback was featured at the GC2018 Commonwealth Games opening ceremony. Maryann Talia Pau of the One Million Stars to End Violence Project made Redland Art Gallery the 100th Star Weave Community, pledging to weave and collect 10,000 stars for a major installation for the GC2018 Commonwealth Games.</p> <p>Redlands IndigiScapes Centre featured in the special edition GC2018 Commonwealth Games themed Nature Play Passport to encourage children and families to get outside, and increase participation in outdoor, unstructured and active play.</p> <p>Council participated in Trade 2018 events including Queensland Opportunities in E-Health, Gold Coast Health and Knowledge Precinct Showcase, Canada Connect and an International Education and Training Agent Engagement Reception. Council collaborated with Logan City Council and staffed a RDA Logan Redlands booth at the Queensland and Commonwealth Collaboration and Showcase 12 April 2018 as part of the Trade 2018 program. Council met with the office of the Lord Mayor of the City of Birmingham, England, which is the next Commonwealth Games host city.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Support economic transition for North Stradbroke Island (NSI).	6.3.1	Community & Customer Services	Complete	<p>Council continued to work 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 (NSI ETS).</p> <p>Council remained lead for Project 13: Location and Interpretive Signage and partner on a further 17 of 23 projects. A revised scope for Project 13 was approved by the State Government, funding agreement was finalised and the project commenced. An internal working group established by Council, with representation from the Department of State Development, Manufacturing, Infrastructure and Planning continued to meet regularly to coordinate Council communications and participation in projects being funded under the NSI ETS. Council continued to attend NSI ETS Implementation Committee meetings.</p>
Develop strategic opportunities for Redland City Council land holdings.	6.4.1	Redland Investment Corporation	Complete	<p>Redland Investment Corporation (RIC) commenced construction of its Ava Terraces townhouse development, located at 9-11 Oaklands Street, Alexandra Hills, in August 2017. The architecturally designed development comprises 13 three and four-bedroom townhouses and adjoins a community garden. The development was completed in June 2018, having attracted strong interest with 10 of the 13 townhouses sold and the remaining three under contract at 30 June.</p> <p>In late 2017 RIC purchased Cleveland Plaza in Bloomfield Street, Cleveland. RIC continued to assess opportunities on other various sites.</p>
Develop action plans for key industry sectors.	6.5.1	Community & Customer Services	Monitor	<p>Council commissioned REMPLAN to undertake a data validation and assessment exercise to determine if the eight key industry sectors identified in the Redland City Economic Development Framework 2014–2041 were still relevant based on the latest 2016 Australian Bureau of Statistics Census. The validation exercise confirmed that the eight industry sectors continue to perform well in terms of output, value-add and employment, accounting for three-quarters of total regional exports, and are still considered future employment growth sectors. Building on the data validation and assessment exercise, REMPLAN commenced a gap analysis study to identify opportunities for key sectors with the potential to re-capture some of the workforce currently leaving the region, and identify import replacement opportunities for the South East Queensland economy.</p> <p>Council received the Health Care and Social Assistance and Education and Training consultant reports at its General Meeting in September 2017. Following an extensive validation process with industry stakeholders and the Redlands Economic Development Advisory Board, draft industry sector plans were developed for both sectors, including accountable parties, timeframes and resource considerations for their implementation. The finalised Health Care and Social Assistance Plan 2018-2023 and Education and Training Plan 2018-2023 will support the objectives of the Redlands Economic Development Framework 2014-2041 and set out how Council will work with industry, businesses and governments to meet the challenges and capitalise on employment and economic opportunities in each sector. Both plans will be presented to Council for consideration in early 2018-19.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Facilitate process with Economic Development Queensland.	6.6.1	Redland Investment Corporation	Complete	<p>Redland Investment Corporation (RIC), in coordination with Economic Development Queensland (EDQ), worked closely with Walker Group as they liaised with the State and Federal Governments to progress the Toondah Harbour Priority Development Area project. In late June 2018, Walker Group lodged a third referral to the Federal Government under the Environment Protection and Biodiversity Act 1999, with an updated proposed master plan for the project. The updated plan incorporated a number of new initiatives and considered feedback from leading environmental and wetland experts, public submissions and the Federal Government.</p> <p>In early 2018, RIC and EDQ examined a project proposal Walker Group had previously submitted for the Weinam Creek Priority Development Area (PDA) and came to a decision, in conjunction with Walker Group, not to proceed with the proposal. In June 2018, Redland City Council announced that it would take on planning for the Weinam Creek PDA, releasing a draft master plan for the project.</p> <p>RIC was engaged to manage stage one of the PDA project and as at 30 June 2018 had progressed to the advanced stages of planning for stage one.</p>

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	Complete	Council delivered 29 corporate events in 2017-2018 attended by 24,886 people and notably, Council delivered major events such as Christmas by Starlight, Lighting of the Christmas Tree, two Gold Coast Commonwealth Games Queen's Baton Relays, Diner en Rouge. Council delivered two tourism and event forums in November 2017 and June 2018 attended by 240 industry representatives. Council facilitated delivery of 86 community events in 2017-2018 attended by 250,000 people and included destination events such as Quandamooka Festival, RedFest, Island Vibe, Straddie Salute and Greazefest.
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	Complete	The Public Art Framework was developed and adopted by Council at the General Meeting on 20 June, 2018. This document will be used by Council and its various collaborators to grow the City's public art collection with high quality public art. The framework recognises the Redlands Coast place branding, honours Quandamooka Country and acknowledges the overlay of agrarian, industrial, colonial and settler heritage that has imprinted the Redlands.
Plan for effective sport and recreation areas.	7.2.1	Infrastructure & Operations	Complete	2016 Sports Demand Study was reviewed. Council acquired the additional sporting land at Heinemann Road Mount Cotton and funding has been approved for the next phases of planning. A funding application that will assist with planning studies was lodged with the State Government.
Develop master plan for Cleveland activities precinct.	7.2.2	Infrastructure & Operations	Complete	The master plan was prepared and consultation held with community.

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	Complete	<p>In 2017-18, Council made excellent progress with implementation of the Library Services Strategy 2017-2022. The strategy, adopted by Council in October 2017, includes four goals: welcoming and flexible destinations; innovative and accessible services; activate and engage through programs and partnerships and skilled and cohesive team.</p> <p>To create welcoming and flexible destinations, Redland Libraries reviewed library spaces and made improvements to layout and furniture, including the creation of a news lounge and the replacement shelving in Cleveland Library. Opening hours for Russell Island were extended in August 2017. Council also launched a new Customer Service Centre at Victoria Point library in July to provide improved access to Council services for our community.</p> <p>Council's innovative and accessible services were improved through a new online booking system for events, upgraded public computers in all our mainland libraries and installation of WiFi at Dunwich, Point Lookout and Russell Island libraries. Detailed planning was undertaken for further improvements in 2018/19.</p> <p>Library Services worked with local stakeholders to activate and engage through a diverse range of activities events and programs. The First 5 Forever program was delivered across the City, with programs and activities designed to support early literacy. Redland Libraries developed a volunteer adult literacy program to support adults to improve their literacy skills which will be launched in 2018/19. Words for wellbeing was launched which promotes free access to books and online resources which have been recommended by medical professionals. In April 2018, Redland Libraries launched 'Remembering them', a book honouring the First World War servicemen and women of the Redlands. Design and specification for a replacement mobile library vehicle was developed. Awareness of Quandamooka culture continues to be incorporated into library programming. Library Services represented Council at key library industry events including the Queensland Public Libraries Association Conference where the team received recognition for the work done through programs and social media.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Partner with community organisations and the private sector to deliver social infrastructure supporting community needs.	7.3.1	Community & Customer Services	Complete	<p>Council completed an evidence base to support the review of the current Redlands Social Infrastructure Strategy. This evidence base was built through engagement with community organisations and community groups. Feedback from engagement was compared with Census demographic data for the Redlands Local Government Area.</p> <p>Through community input, Council has been able to validate and analyse areas of emerging community need, and trends that will likely continue to impact on the community. These emerging needs were also considered in remodelling how existing community centres and halls can be utilised to support community partnerships to create long-term benefits for local areas.</p> <p>Council completed early engagement with several community organisations on the concept of a community service hub in Capalaba. Conceptual designs were generated and costed to support early consultation activities.</p> <p>In partnership with a range of support services, Council led the review of a Memorandum of Understanding for the Southern Moreton Bay Island Community and Wellbeing Hub. This review supported a community driven approach, ensuring that services and Southern Moreton Bay Island community groups would collectively work toward a sustainable service structure to enhance the wellbeing of island residents.</p>
Provide opportunities for volunteers to participate in a range of existing Council projects and activities.	7.4.1	Community & Customer Services	Complete	<p>Approximately 8,000 hours of volunteer participation was recorded this year in a broad range of community programs including Redlands Wildlife Ambulance, Bushcare, Citizen Science and IndigiScapes events and services. The annual Bushcare day out was held on Stradbroke Island to celebrate the Bushcare volunteers, and the annual Mayor volunteer breakfast was held in December 2017.</p>
Promotion and delivery of multi-agency education programs.	7.5.1	Organisational Services	Complete	<p>Multi-agency disaster education programs were delivered across the City, including bay islands and mainland areas. The multi-faceted education program provided disaster preparedness and resilience information to the community through Street Speaks and pop-up stalls at emergency service open days, community events and the Community Champions program.</p> <p>Community specific education programs were delivered across the communities of the Southern Moreton Bay Islands, Coochiemudlo Island and North Stradbroke Island, recognising that these communities face unique challenges during natural disaster events due to their inherent isolation as islands. The Red Cross, Queensland Fire and Emergency Services, Queensland Police Service, Department of Communities, Volunteering Queensland and State Emergency Service partnered with Council to deliver these programs.</p>

8. Inclusive and ethical governance

2020 Strategic Outcomes

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

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

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

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

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

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Transform Council's systems and processes.	8.1.1	Organisational Services	Monitor	The Information Management Group continues to assist in the delivery of new Asset Management System and Human Resource Information System as part of the core application refresh. Business Intelligence Dashboarding continues to be deployed throughout the organisation which assists with Information and decision making. Cloud Strategy including Mobility and Integration and Road Map was delivered which includes a framework for normalising core systems and data sets as part of digital transition.
Improve Council's e-service capability.	8.1.2	Organisational Services	Complete	A total of 83% of the 8,206 users who completed the useful/not useful survey on pages within Council's website recorded the pages as useful. Council averages 60,000 page views on the Council corporate website each month.
Optimise Redland City Council's asset management governance.	8.2.1	Organisational Services	Monitor	Phase 1 of the Asset Management Project successfully delivered asset management governance, asset management planning training, and led to the establishment of a strategic asset management function to lead Council's ongoing asset management improvements and increase asset management maturity. The procurement of an asset management system was completed and contract negotiations commenced with a preferred supplier. It is anticipated that the final contract will be awarded by August 2018.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Establish governance over strategic and operational planning.	8.3.1	Organisational Services	Complete	<p>Line of sight and accountability were improved through the updated Corporate Plan 2018-2023 which incorporated the review and update of commitments to recognise work delivered to date and the inclusion of Council's strategic priorities. Strategic alignment, consistency and transparency were further improved with the development and implementation of the Strategic Planning Policy and Guideline which provides governance over the development and implementation of Council's strategies and plans. A strategic planning framework was drafted to establish standardised planning processes within Council, and changes were made to Council's annual planning cycle to improve integrated planning and the cascade of delivery accountabilities.</p> <p>Corporate performance measures were reviewed to ensure alignment with organisational objectives, and reporting on Council's strategic priorities is now included in the quarterly Operational Plan performance report as well as the Annual Report.</p> <p>Significant progress was made in maturing Council's approach to planning and prioritisation of projects. The Portfolio Management Office facilitated the coordination of required information and decision making processes to enable a more informed planning approach to prioritisation of the future project portfolio. In March 2018 the 2018/19 portfolio program was reviewed by Councillors with the program receiving Council final endorsement in June 2018.</p>
Align staff capability and performance to deliver the Corporate Plan 2020 Outcomes.	8.3.2	Human Resources	Complete	<p>The Leadership and Corporate Development programs were redesigned and rebranded to 'LEAP' (Lead, Engage, Adapt, Perform). The programs included a career pathway aligned to Council's Core Capability Framework at three levels: foundational, practice and mastery.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Further enhance the continual improvement culture supporting service delivery.	8.4.1	Organisational Services	Complete	<p>Council's annual planning process was improved to include a stronger focus on service planning, delivery and improvements. A number of business transformation initiatives were also undertaken to further enhance Council's continual improvement culture and service delivery. Service design workshops were developed and tested within the organisation to improve customer centricity and the efficient delivery of value. Following a pilot workshop held with Human Resources, technology and process improvements were implemented to improve quality and timeliness of Council's recruitment practices. Training sessions and workshops were held to further build continuous improvement and customer centric culture and capability, with over 53 employees attending.</p> <p>A discovery project commenced to understand current procurement practices, and where possible savings can be made in sourcing and processing goods and services purchased by Council. A series of internal workshops and interviews were facilitated to gauge a current state of the organisation and to understand what strategic procurement practices could be implemented.</p> <p>Delivery of the 2017-2018 Projects and Programs was improved by increased reporting to improve governance of project delivery and project understanding and awareness training was conducted to develop more strategically aligned project planning.</p>
Embed change management capability within continual improvement programs.	8.4.2	Human Resources	Complete	<p>There was a focus on building change management capability across the organisation through: rolling out foundational training for the Human Resource Team, supporting the Asset Management project through a dedicated change management specialist role, aligning processes with the Portfolio Management Office to identify and monitor the enterprise change portfolio and modifying and improving the change management toolkit for ease of use and simplicity. The toolkit resource was successfully used in active projects.</p>
Align the organisation to meet changing operational requirements.	8.4.3	Human Resources	Monitor	<p>To enable greater strategic impact, workforce planning activities included the creation of a new process utilising the toolkit provided by the Local Government Association of Queensland.</p> <p>Following a review of the Award Modernisation 2016/2017, changes in the Industrial Relations Act 2016 and the impact of industrial instruments on Council operations, bargaining for new Council Certified Agreements was initiated during June 2018. It is anticipated that the two agreements will be finalised by December 2018.</p>
Drive innovation and improvement through capable leadership.	8.4.4	Human Resources	Complete	<p>The Mate to Manager Program targeting 'leading self' and 'managing teams' was completed with a presentation and award session. The Innovation / Change Management Culture Workshop for the Executive Leadership and Senior Management Teams was developed. The Leadership and Corporate development programs were redesigned to the LEAP (Lead, Engage, Adapt, Perform) Development Programs.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Improve organisational performance through employee feedback.	8.4.5	Human Resources	Monitor	The MySay survey was conducted in May 2018 with an employee completion rate of almost 90%. Analysis of the results was completed by ORIMA Research and presented to the Executive Leadership Team and the Operational Leadership Group. Development of actions plans has commenced and will be completed by December 2018.
Deliver a healthy and safe Redland City Council environment.	8.4.6	Human Resources	Complete	The wellbeing of our workers has been the primary focus of Council in delivering the Safety Management Plan. Actions were taken to address reported hazards and incidents to improve and protect the health and safety of our workers.
Review Council's community engagement model and framework.	8.5.1	Organisational Services	Complete	<p>Growth of the yoursay digital community engagement panel exceeded target (target 10%, actual 28%).</p> <p>The Citizens' Advisory Panel comprised 40 randomly selected residents representative of the four distinct Redland communities – canal and lake, coastal, inland and island. These residents came together over three occasions from December 2017 to February 2018 and heard from a range of independent experts, residents and council officers. They then deliberated on how council should fund and manage repairs of our canals, lakes and revetment walls.</p> <p>Citizens' Advisory Panels have been found to provide fair and well considered advice to governments and organisations across the world. They show what everyday citizens would support or advise if they had access to valid information, a variety of perspectives and time to consider and discuss the issues with other citizens.</p> <p>The Citizens' Advisory Panel was a key part of citywide engagement on the issue. Representatives of the Redland community were also surveyed through a telephone survey undertaken by an independent market research firm. Engagement with those most affected by the community consultation outcomes also included separate meetings with ratepayer associations, or estate ratepayers if no association exists.</p> <p>The Citizens' Advisory Panel was managed by two of Australia's best community engagement consultants: Articulous Communications and Max Hardy Consulting.</p> <p>Following the consultation, Council introduced new ways of managing and funding the canals and lake maintenance activities.</p>