



Operational Plan 2018 - 2019

July to September 2018



Council's Strategic Priorities 2016-2020

In 2016, Redland City Council identified a number of 'strategic priorities' to help shape the Council's strategy to succeed and address the areas of greatest opportunity and challenge for the Redlands Coast and its place in the region.

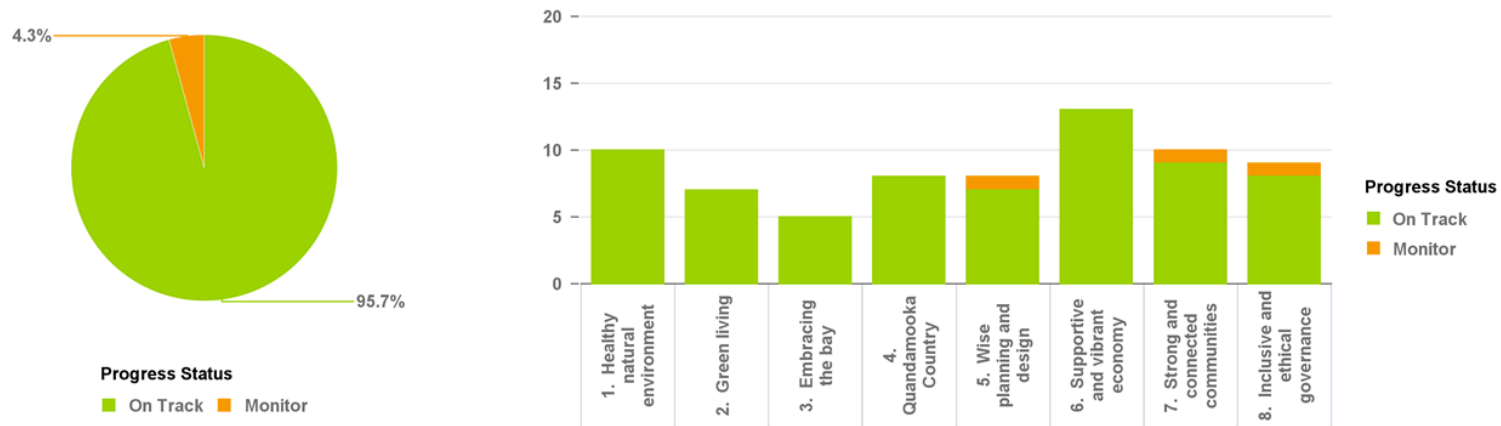
The strategic priorities guide prioritisation and investment in transformational initiatives and actions over the Council's four year term alongside the commitments in our Corporate Plan and other responsibilities to the community. The priorities also ensure there is clear alignment with the goals and priorities of the State and Federal governments for a liveable, prosperous and sustainable South East Queensland region.

The activities that deliver Council's priority outcomes are reflected in our Operational Plan and can be identified throughout this report by the symbols below.

	<p>Economic Development - Building a strong, connected economy while creating more jobs</p> <p>Council will facilitate and support investment, local business and tourism growth to help create new jobs across the city through strong industry partnerships and regional connections.</p>
	<p>Branding Identity - Creating a shared identity for the city</p> <p>Council will lead the development of a shared identity for the city that celebrates our unique characteristics and positions the city as a tourism destination in the South East Queensland region.</p>
	<p>City Planning - Planning for future growth and change to improve liveability</p> <p>Council will plan for the future development of the city that retains and enhances our quality of life [and natural and cultural assets] while facilitating the activation of vibrant mixed-use centres and places focused around transport and lifestyle options.</p>
	<p>Transport and Connectivity - Creating more travel options and continuing to tackle urban congestion</p> <p>Council will plan and advocate for a safe, accessible and integrated transport network that connects our mainland and island communities to the broader region.</p>
	<p>Sport, Education and the Arts - Creating active, healthy lifestyles and learning opportunities</p> <p>Council will provide and facilitate access to a broad range of high-quality community venues, facilities and precincts that attract new talent and contribute to the active, cultural and educational lives of residents, students and visitors across the city.</p>
	<p>A Smart City - Positioning Redlands Coast as a smart innovative city</p> <p>Council will plan and advocate for investment in smart local and regional solutions that address community needs and opportunities and support collaborative innovation ecosystem growth.</p>

Vision Outcome – Quarter Summary

Vision Outcome	On Track	Monitor	Total
1 Healthy natural environment	10	0	10
2 Green living	7	0	7
3 Embracing the bay	5	0	5
4 Quandamooka Country	8	0	8
5 Wise planning and design	7	1	8
6 Supportive and vibrant economy	13	0	13
7 Strong and connected communities	9	1	10
8 Inclusive and ethical governance	8	1	9
Total	67	3	70

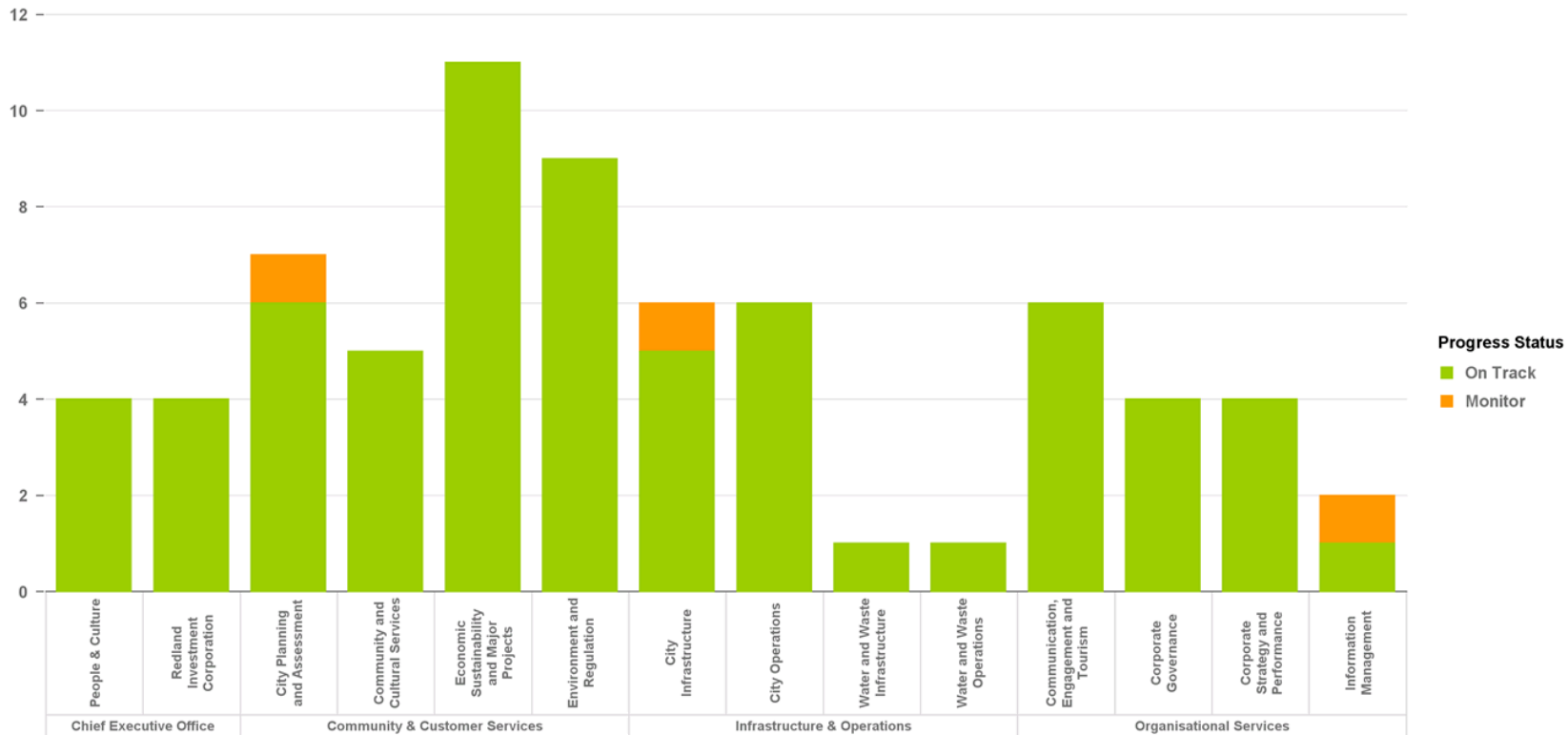


- On Track** The significant activity is progressing on time and on budget and is on track for delivery.
- Monitor** There are issues with timeframes and/or budget but it is still expected that with close monitoring the significant activity will be delivered.
- Complete** The significant activity has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

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Organisational Performance – Quarter Summary

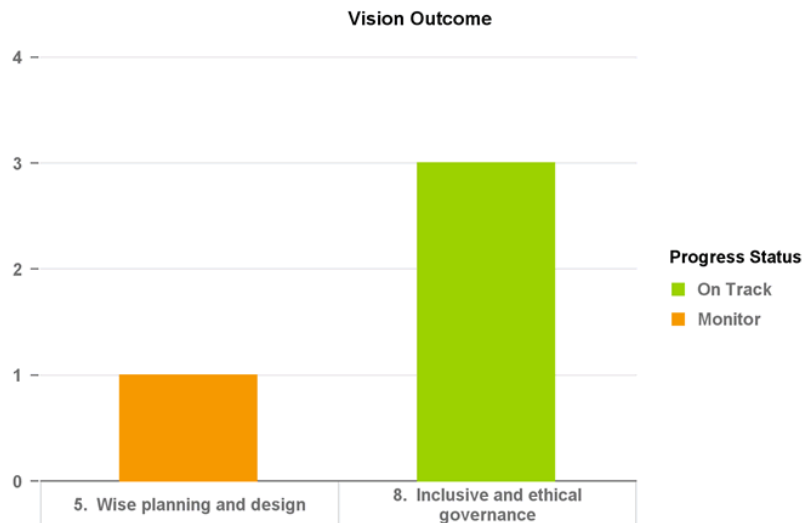
Department	On Track	Monitor	Total
Chief Executive Office	8	0	8
Community & Customer Services	31	1	32
Infrastructure & Operations	13	1	14
Organisational Services	15	1	16
Total	67	3	70



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Carried Forward – Quarter Summary Activities from Operational Plan 2017-2018

Vision Outcome	On Track	Monitor	Total
5 Wise planning and design	0	1	1
8 Inclusive and ethical governance	3	0	3
Total	3	1	4



- 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.
- Complete** The significant activity has been delivered.
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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	Strategic Priorities
Plan and implement a program of works to restore native vegetation.	1.1.1	Infrastructure & Operations	On Track	Planning for restoration works were undertaken for all priority catchments across the Mainland, Southern Moreton Bay Islands and Coochiemudlo Island.	
Plan and deliver conservation restoration activities.	1.1.2	Infrastructure & Operations	On Track	Planning for revegetation and weed control works were undertaken for all priority catchments including Coolnwynpin, Hilliard's, Eprapah, Tarradarrapin, Moogurrapum creek catchments. Further works have been planned for the Native Dog Creek catchment.	
Engage and deliver restoration through partnership with community and external groups.	1.1.3	Community & Customer Services	On Track	Redlands Bushcare and Environmental Extension programs facilitated the planting of 6,250 native plant species. Council has provided technical advice on land management for improved environmental outcomes, such as aquatic ecosystems health, weed removal and reducing sediment and erosion.	
Implement programs to monitor sediments and nutrients and enforce the requirements of the Environmental Protection Act 1994.	1.1.4	Community & Customer Services	On Track	Council continued to work with the construction industry to minimise the release of sediment, through both compliance action and education. Officers responded to 26 customer requests and conducted a total of 459 erosion and sediment control inspections with 150 of these being proactive inspections to monitor the state of erosion and sediment control compliance. Internal training was provided to Council officers on erosion and sediment control.	
Continue implementing a program to plant one million native plants in the Redlands by 2026.	1.1.5	Infrastructure & Operations	On Track	Planning has been being undertaken for the planting of priority sites within the 'One Million Native Plants Project' including Homestead Place, Mount Cotton, and South Street, Thornlands. Approximately 20% of the project has been completed with a total of 205,099 native plants planted, of which 17,713 plants have been planted in 2018-2019.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Implement the Natural Environment Policy.	1.2.1	Community & Customer Services	On Track	<p>The Koala Conservation Strategy's breeding and dispersal community awareness campaign commenced with specialised advertising to raise awareness concerning current koala movement during breeding season.</p> <p>The Koala Conservation Strategy's safe neighbourhood pilot program commenced around Hilliards Creek in Ormiston and Wellington Point and focussed on community education and seasonal koala movements. A monitoring program for the koala conservation safe neighbourhood is also underway to measure the programs impact.</p> <p>The Koala Conservation Agreement Program continues to grow with 83 private property agreements in place and five new properties signing up this quarter.</p> <p>The koala population assessment continued on both the Redlands Coast mainland and North Stradbroke Island.</p> <p>The roll-out of Council's planning and operational activities incorporated Wildlife Corridors Plan initiatives including informing potential City Plan amendments, updates to current mapping and alignment of proposed planting sites.</p>	
Enhance community understanding of wildlife management issues.	1.2.2	Community & Customer Services	On Track	<p>Council is continuing to deliver on the actions and deliverables in the Koala Conservation Action Plan and community engagement via the Environmental Partnerships programs.</p> <p>The ongoing delivery of the Community Behaviour Change Program - Koalas and Dogs resulted in a partnership between Griffith University 'Leave It' program at the Paws in the Park event. A "Train the Trainer" was held in September 2018 for dog trainers to provide focus on what techniques can improve dog and wildlife interactions.</p>	
Achieve improved environmental outcomes through extension programs.	1.3.1	Community & Customer Services	On Track	<p>Land For Wildlife, Your Backyard Garden, Koala Conservation Agreement Program and Waterways Extension Programs continued community engagement by providing technical advice on land management, weed and pest species and waterway health and improvement initiatives, with a total of 422 private properties on-board.</p> <p>Indigiscapes hosted a number of educational events including Trees for Weeds Day, Greater Glider Workshop and Wonderful Wildlife Day.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Enhance the visitor experience of Redland's natural assets.	1.4.1	Infrastructure & Operations	On Track	The finalisation of the draft Eastern Escarpment Conservation Area report to Council in July consolidated Council's focus and delivery of the 7C's Strategy. Stage 1 of the Recreation Aquatic Safety Signage project (focused on North Stradbroke Island) was completed with other stages scheduled to be completed by early 2019. A review of the management of existing commercial vendors and new requests commenced late in September with a staged approach to be scoped for piloting early in 2019.	
Continue to improve the customer experience at IndigiScapes.	1.4.2	Community & Customer Services	On Track	The IndigiScapes Expansion Project design is now complete. The construction of the southern gardens ablutions block commenced in August 2018. The IndigiScapes Nursery internal fit-out is complete and the external road works and car park are underway.	

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	Strategic Priorities
Continue to reduce Council emissions and carbon footprint.	2.1.1	Community & Customer Services	On Track	Council's carbon and energy internal dashboard is in commissioning phase and is designed to better monitor all of Council's energy consumption and provide opportunities to reduce and source alternatives. A further two Council buildings have had solar panels installed at the Animal Shelter and the new IndigiScapes Nursery.	
Provide information to raise community awareness and education.	2.2.1	Community & Customer Services	On Track	IndigiScapes Education centre ran a sustainability campaign providing information to the community on waste reduction, water preservation and sustainable living. Installation of solar panels on two Council buildings has resulted in a further reduction in energy consumption. An additional 10,000 litres of water storage capacity has been constructed at the new IndigiScapes Nursery.	
Plan and deliver waste management services to meet current and future needs of the City.	2.3.1	Infrastructure & Operations	On Track	Council continued to review waste strategy developments and new waste legislation consultation drafts. Officers met on a regional basis to prepare for the development of the new Waste Reduction and Recycling Plan and Bulk Waste Disposal Plan. Rehabilitation and remediation work continued on closed landfills to mitigate the risk of environmental harm with regular site inspections and environmental monitoring conducted.	



Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Provide kerbside recycling bins and encourage the community to increase their recycling.	2.4.1	Infrastructure & Operations	On Track	<p>Council's waste, recyclables and green waste collection contractor collected 392,499 and 76,538 recycling and green waste bins respectively. This was equivalent to 3,051 tonnes of recyclables and 707 tonnes of green waste collected and sent for resource recovery.</p> <p>Council's '10 bin menu' continues to be offered to the community via Council's website, Council's Integrated Contact Centre and field promotions. An additional 872 green waste bins have been ordered.</p> <p>Council's 8 waste transfer stations operated in accordance with their advertised opening hours, handling over 10,500 tonnes of waste and recyclable materials from 82,121 customers.</p>	
Manage planning for transport initiatives and services across the City.	2.5.1	Community & Customer Services	On Track	<p>The Draft Redlands Coast Transport Strategy was endorsed by Council to progress to community consultation. A comprehensive engagement schedule was prepared with engagement planned through to December 2018. The Redlands Coast Transport Strategy is an overarching robust strategic document that guides the direction for future transport planning across the city to 2041. The strategy outlines the vision of the transport network and a set of objectives that will inform further detailed planning and transport projects. The development of the Cleveland Centre Traffic and Transport Strategy is progressing.</p>	
Manage planning for transport connectivity for the Southern Moreton Bay Islands (SMBI).	2.5.2	Community & Customer Services	On Track	<p>Council officers have continued to advocate for greater accessibility between the mainland and the SMBI. This includes the implementation of public transport services on the islands to give the local community a viable transport choice. In particular, there was ongoing work with the South East Queensland Council of Mayors and other stakeholders to conduct an extended trial of an autonomous vehicle to operate as a bus service on a Redlands Coast southern island.</p>	


Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Expand the footpath and cycleway network.	2.5.3	Infrastructure & Operations	On Track	<p>A number of footpath links have been completed including Tolson Terrace, Ormiston and within Burwood Road Park, Alexandra Hills.</p> <p>Anson Road footpath, near Redlands College is 85% complete. Construction of this path completes a missing path section across Redlands College and will assist pedestrians to safely walk to the school from this car park area.</p> <p>The Moreton Bay Cycleway, Victoria Point was awarded funds from the Department of Transport and Main Roads (DTMR). This cycleway will extend from Cameron Court Park to Orana Street, Victoria Point via School Road. It will include an on-road cycleway section on Lakefield Drive to take cyclists to the existing cycleway on Point O'Halloran Road.</p> <p>Council was also awarded funding from the DTMR for design of a trunk cycleway between Sunny Bay Drive, Birkdale and Allenby Road, Alexandra Hills.</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	Strategic Priorities
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	The draft Lower Brisbane and Redlands Catchment Action Plan 2018-2021, developed in partnership with Brisbane City Council and the Resilient Rivers program, was received by officers for Council consideration. Council has continued water quality monitoring and shared data with Healthy Land and Water.	
Partner with Education Queensland in activating the community use of schools for sport and recreation purposes.	3.2.1	Infrastructure & Operations	On Track	Officers worked with peak sporting bodies to identify potential schools to partner with. A Tennis Queensland pilot project has commenced.	
Continue to develop and implement the Redland City Council Coastal Adaptation Strategy.	3.3.1	Infrastructure & Operations	On Track	Implementation of the Strategy has progressed, including identification of coastal hazards and key assets impacted.	
Improve access provisions to Moreton Bay.	3.4.1	Infrastructure & Operations	On Track	The Coochiemudlo combined ramp was completed in July 2018. The Victoria Point Barge Ramp is in procurement phase, with a tender released to market via Qtender. The business case for renewal of SMBI jetties was completed and submitted to Translink.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Progress development of Priority Development Area (PDA) activities with a focus on ensuring island residents have equal access to transport and community facilities.	3.5.1	Redland Investment Corporation	On Track	<p>Redland Investment Corporation (RIC), in coordination with Economic Development Queensland (EDQ), continued to work closely with Walker Group in liaison with the State and Federal governments to progress the Toondah Harbour Priority Development Area project. In July 2018, the Federal Government decided that the proposed Toondah Harbour Priority Development Area (PDA) development is a "controlled action", allowing the project to proceed to the Environmental Impact Statement (EIS) stage.</p> <p>This decision follows the unveiling of Walker Group's updated proposed master plan for the project which incorporated a number of new initiatives and considering feedback from leading environmental and wetland experts, public submissions and the Australian Government. Walker Group is now awaiting the Government's guidelines for the EIS. Walker Group will follow the Federal Government guidelines for public consultation during the EIS process.</p> <p>RIC continued working with Redland City Council to develop the Weinam Creek PDA project and progressed to the advanced stages of planning and design for stage one, comprising car parking and a residential component on the Moores Farm site.</p> <p>RIC continued to progress the planning process for the entire master plan in preparation for submission to the State government for approval.</p>	

4. Quandamooka Country

2020 Strategic Outcomes

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


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

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


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

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Council is committed to continuing its collaborative work with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).	4.1.1	People & Culture	On Track	Council provided three one-day Quandamooka Cultural Heritage training days for 31 employees at North Stradbroke Island. Cultural awareness information continues to be included in all employee inductions. Council met with QYAC in July and QYAC committed to delivering a draft Indigenous Employment and Training Strategy.	
Implement culturally appropriate protocols.	4.1.2	Organisational Services	On Track	Council continues to observe the Welcome to Country and Acknowledgement of Country as per Council's Indigenous Community Policy.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Promote awareness and understanding of Quandamooka culture.	4.2.1	Organisational Services	On Track	<p>Where known, Quandamooka place names were used in media communications.</p> <p>Council provided media and social media promotion to support NAIDOC Week events including the Redland Performing Arts Centre (RPAC) showcase event, and the design of posters and flyers to support the Goompi NAIDOC Week events.</p> <p>This included:</p> <p>Video content, poster and speeches supported Council's event to honour a renowned Quandamooka Elder Dr Robert Anderson OAM 'Uncle Bob'.</p> <p>Media and social media supported the promotion of the Intrust Super Cup Indigenous Recognition match on North Stradbroke Island.</p> <p>The Mayor delivered keynote addresses at the following events: Kunjjeel, Quandamooka Festival; 7th Anniversary of the Quandamooka Indigenous Land Use Agreement signing; Yura Yalingbila (Welcome of the Whales) ceremony.</p> <p>A weekly acknowledgement to Redlands Coast Traditional Owners was included in print advertising.</p> <p>Council provided a purpose-built online calendar for Quandamooka community groups to promote their events and activities.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Promote traditional knowledge.	4.2.2	Organisational Services	On Track	<p>Council worked closely with Quandamooka Yoolooburrabee Aboriginal Corporation on "Location and Interpretive signage" as part of the North Stradbroke Island Economic Transition Strategy. This will see the design and delivery of Quandamooka-inspired entry statements/public art at Amity Point and Point Lookout.</p> <p>Redland Libraries delivered five activities on Minjerribah focusing on language and literacy for young people. One of these programs was a pop up library at the 2018 Goompi NAIDOC Community Day where library staff engaged with 250 people talking through the importance of early literacy and language.</p> <p>The Redland Performing Arts Centre (RPAC) staged two events for NAIDOC week one of which was Isaiah Firebrace in Concert. The Saltwater Murris Quandamooka artists Alicia Thompson-Close and Shara Delaney worked with artist Chez Beauvardia on a series of art making workshops for children and families. For the Quandamooka Festival, RPAC staged "Balka Bitni" with Quandamooka artist/producer Sachem Parkin-Owens working with young artists and professional performers.</p> <p>These events sought to extend direct experience, knowledge and understanding of Quandamooka culture to a wide audience.</p> <p>Council supported and sponsored the Goompi NAIDOC Committee to deliver the NAIDOC Gala Dinner and Awards Evening at Dunwich. Council also coordinated the Reconciliation initiative of the recognition thank you event to honour Uncle Bob Anderson.</p> <p>Council continued to invite Quandamooka Elders to perform the Welcome to Country protocol at the commencement of significant events and performs the Acknowledgement of Country.</p>	
Maintain and further develop partnerships with the Quandamooka People.	4.2.3	Community & Customer Services	On Track	<p>The 'Gadal Gajal Bujongja Quandamookajen' exhibition was curated by Salt Water Murris Quandamooka Inc supported by Redland Art Gallery (RAG) and presented at RAG, Capalaba (26 May - 10 July 2018).</p> <p>The '#luvRedlands' exhibition presented at RAG, Cleveland (3 June - 15 July) included a number of artworks from the RAG Collection by Quandamooka artists. Quandamooka artist Delvene Cockatoo-Collins was commissioned to create the artwork for 'The Colouring Wall' as part of the exhibition.</p> <p>RAG staff continued to source artworks by Quandamooka artists for the RAG Exhibition and Acquisition Advisory Panel consideration.</p> <p>Quandamooka Elders were invited to present to Welcome to Country at special events throughout the quarter.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Support delivery of Indigenous Land Use Agreement (ILUA) commitments.	4.3.1	Organisational Services	On Track	<p>Council introduced a new governance structure for coordinating the tracking of the Indigenous Land Use Agreement commitments and related Council business including the North Stradbroke Island Economic Transition Strategy and Council's strategic directions.</p> <p>As per the governance framework five internal sub-committees met this quarter and the Indigenous Land Use Agreement quarterly report was delivered to Council's Executive Leadership Team.</p>	
Contribution to implementation of North Stradbroke Island Economic Transition Strategy.	4.4.1	Community & Customer Services	On Track	<p>Council is lead for Project 13: Location and Interpretive Signage and worked in partnership on a further 17 of 23 projects under the Queensland Government's North Stradbroke Island Economic Transition Strategy.</p> <p>As part of Project 13: Location and interpretive signage, Council undertook two community engagements in September 2018 at the Point Lookout Markets and Amity Point. The purpose of the consultation was to capture data to inform an artist concept brief for public art/entry statements at Point Lookout and Amity. Council worked with the Quandamooka Yoolooburabee Aboriginal Corporation on the community engagement process.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Promote Quandamooka tourism initiatives.	4.4.2	Organisational Services	On Track	<p>Council worked with the Quandamooka Traditional Owners to develop the new Redlands Coast website which promotes Aboriginal experiences and tourism offerings across the region.</p> <p>Council partnered with Channel Seven to film the Welcome the Whales event on North Stradbroke Island (Minjerribah) as part of the Quandamooka Festival and included interviews with traditional owners.</p> <p>Council partnered with Brisbane Marketing to host Channel Seven Sunrise live weather cross on North Stradbroke Island (Minjerribah). The live national weather cross promoted Redlands Coast and North Stradbroke Island along with an interview with a traditional owner.</p> <p>Council completed the filming of the new tourism video which incorporated Quandamooka cultural demonstrations and traditional dance.</p> <p>Council partnered with Quandamooka Yoolooburrabee Aboriginal Corporation and the Quandamooka Festival to co-brand Redlands Coast on a Queensland Rail Train with the main artwork designed by local Quandamooka Artist Elisa Jane Carmichael.</p> <p>Council provided sponsorship and in-kind support for the Intrust Super Cup Indigenous Recognition match held on Ron Stark Oval, Dunwich. The Intrust Super Cup Indigenous Recognition match was broadcast live on Channel Nine and included Redlands Coast Branding, Welcome to Country and a smoking ceremony as well as promoting North Stradbroke Island (Minjerribah).</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	Strategic Priorities
Commence the Redland City Plan.	5.1.1	Community & Customer Services	On Track	<p>Following approval of the City Plan by the Minister for State Development, Manufacturing, Infrastructure and Planning on 9 June 2018, Council resolved at the Special Meeting on 6 July 2018 to adopt the City Plan 2018 and set a commencement date of 8 October 2018.</p> <p>A significant program of activities was coordinated across the organisation to facilitate the smooth commencement of City Plan 2018. These activities include the roll out of a significant training program, finalisation of City Plan Policies, preparation of supporting information including a large number of fact sheets, development of an interactive version of the City Plan and an upload of all material to Council's web page.</p>	
Ensure that infrastructure necessary to support growth in the City is provided through the development assessment process and capital works program.	5.1.2	Community & Customer Services	On Track	<p>Council has continued the ongoing integration of the Local Government Infrastructure Plan projects with Asset and Service Management Planning, Capital Works programming and developer delivered trunk infrastructure assets.</p>	 


Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Coordinate a place management program for key activity centres in Redland City and contribute to master planning for precincts in Redland City.	5.2.1	Community & Customer Services	On Track	<p>Scoping commenced for the development of a investment attraction strategy that could potentially incorporate opportunities for place making and centre improvement initiatives.</p> <p>The Redland Health and Wellness Precinct Master Plan Stage 2 (Precinct Value Assessment) draft report was received. Stage 2 includes consideration of the environment, infrastructure and land use values and attributes of the site and testing of precinct typologies from Stage 1 (Demand Drivers Assessment). The Stage 2 report will inform the development of a conceptual plan and accessibility plan in Stage 3, which is concurrently underway.</p>	
Coordinate planning and guidance for future development and infrastructure delivery for local areas in the City.	5.2.2	Community & Customer Services	On Track	<p>A structure planning process commenced over land located in the Victoria Point Emerging Community Zone.</p> <p>Work continued to finalise the project scope for the proposed planning investigation over the Southern Thornlands area.</p> <p>Work progressed with Redland Investment Corporation to activate the Capalaba town centre through the Capalaba Place project.</p>	
Identify and protect places of European heritage significance.	5.2.3	Community & Customer Services	Monitor	A draft study to identify places of local European heritage significance was completed, with a further report being prepared for Council consideration investigating options in relation to identifying and protecting places of European heritage significance.	 
Develop master plan for Redland Aquatic Redevelopment.	5.2.4	Infrastructure & Operations	On Track	Prior to committing to detailed planning, project partners continued to seek funding and grant opportunities.	
Plan for future use of surplus commonwealth land at Birkdale. (Carried forward 2017-2018)	5.2.5	Community & Customer Services	Monitor	The project is on hold pending outcomes of ongoing purchase negotiations with the relevant Commonwealth entities.	
Maintain effective systems and processes that underpin quality and timely decision making for development applications.	5.3.1	Community & Customer Services	On Track	The work program this quarter ensured readiness for the City Plan 2018 commencement.	




Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Contribute to establishing a South East Queensland City Deal.	5.4.1	Community & Customer Services	On Track	<p>Council continued to strengthen regional links and contributed to the shaping of a south-east Queensland City Deal to push for major investment in infrastructure. This culminated in a meeting between the New Cities Minister Alan Tudge and south-east Queensland mayors to discuss the City Deals bid.</p> <p>A SEQ City Deal Proposition document is the next step in progressing the proposed City Deal for south-east Queensland. It will be a public document which outlines the Queensland and Local Governments' priorities and aspirations for the proposed City Deal, and form the basis for future negotiations with the Commonwealth Government.</p> <p>The Proposition Document builds on related SEQ City Deal background studies completed: SEQ Economic Foundations Paper and Benchmarking SEQ, to which Redland City Council has contributed.</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	Strategic Priorities
Lead the implementation of actions in the Redland City Tourism Strategy and Action Plan 2015-2020.	6.1.1	Organisational Services	On Track	<p>Council continued to complete actions of the Tourism Strategy and Action Plan 2015-2020 which included the launch of the of two Redlands Coast websites, new Redlands Coast facebook and instagram accounts and the development of a Redlands Coast tourism video.</p> <p>Council approved capital funding for the relocation of the Visitor Information Centre to be delivered by 30 June 2019.</p> <p>Council developed four Redlands Coast food trails as part of the South East Queensland Council of Mayors Food Trails platform which was officially launched at Regional Flavours. The new tourism subcommittee met for the first time on 29 August 2018 which includes representatives from Quandamooka Yoolooburrabee Aboriginal Corporation, Stradbroke Island Chamber of Commerce, Redland City Chamber of Commerce and other local tourism businesses.</p> <p>Council promoted Redlands Coast tourism experiences at RedFest and the Cleveland Caravan, Camping, Boating and 4x4 Expo which over 20,000 people attended.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Contribute to potential development of a Smart and Connected Cities Framework.	6.1.2	Community & Customer Services	On Track	<p>Council continued to deliver a program of innovation and entrepreneurship activities in its role as project lead for the Queensland Government Advancing Regional Innovation Program (\$500,000 over three years).</p> <p>Council delivered a Redlands Innovation in Aged Care Summit that was attended by more than 100 industry stakeholders from the aged care sector.</p> <p>Council continued to collaborate with StartUp Redlands to deliver a mentoring program to utilise the skills and experiences of connected business and entrepreneurs, and held two pitch nights that provided individuals, entrepreneurs and businesses with an opportunity to share innovative ideas to a panel of judges.</p> <p>Redlands Angel Investors held two pitch nights to a group of investors. Participants could secure funding for their ideas or seek advice to further refine ideas to progress to a level where investment could be sought.</p>	
Lead the implementation of actions in the Redland City Events Strategy and Action Plan 2017-2022.	6.2.1	Organisational Services	On Track	<p>Council continued to complete actions of the Redland City Events Strategy and Action Plan 2017-2022 including the development of the calendar of events on the new Redlands Coast websites.</p> <p>Council facilitated the delivery of over 23 community events attended by more than 66,822 people. Events included Quandamooka Festival, Intrust Super Cup Indigenous Recognition match, Greazefest, RedFest Strawberry Festival, Cleveland Caravan, Camping, Boating and 4X4 Expo.</p> <p>Council delivered 13 council run events attended by more than 2,605 people and included Citizenship Ceremonies, Redlands Coast pop up shops at various Council locations, Redland City Mayoral Prayer Breakfast, and a Redlands Coast stand at the Cleveland Caravan, Camping, Boating and 4X4 Expo and RedFest.</p>	
Deliver events, activities and workshops that contribute to bringing economic and social benefits to the community.	6.2.2	Community & Customer Services	On Track	<p>A range of events and activities were undertaken that delivered economic and social benefits to the community. These included: Seniors Week activities (Inspiring Seniors Program and Variety Concert); Redlands Coast Innovation and Aged Care Summit; Road Safety Week; Capalaba Youth Day Out; Redland City Education Roundtable; a joint workshop for businesses with the Australian Tax Office; and a series of Southern Moreton Bay Islands Community Sector workshops, which culminated in a round table with three levels of government.</p>	
Contribute to economic and social impacts across the City.	6.2.3	Community & Customer Services	On Track	<p>The Redland Performing Arts Centre and the Redland Art Gallery continued to present high quality and widely accessible exhibitions, performances, education programs for schools, family workshops and community arts activities in Cleveland and Capalaba. 19,200 people attended these programs.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Deliver a destination brand for Redland City.	6.2.4	Organisational Services	On Track	<p>Council developed two websites to support Redlands Coast; redlandsc coast.com.au and visitredlandsc coast.com.au which were officially launched on 2 August 2018. Community partnerships were developed via consulting with event organisers on use of logo and hosting pop-up tents with promotional material. Redlands Coast received television, radio, print and digital media exposure including live broadcasts on Channel Seven and Channel Nine. The Redlands Coast brand was formally presented to the Redland City Chamber of Commerce on 19 September 2018, with use by the local business community already occurring.</p> <p>Council delivered internal pop-up shop and information sessions across the organisation which engaged over 500 staff.</p>	
Coordination of Council's involvement in the North Stradbroke Island Economic Transition Strategy.	6.3.1	Community & Customer Services	On Track	<p>A North Stradbroke Island Economic Transition Strategy (NSIETS) working group, which was established by Council and includes representatives from the Department of State Development Manufacturing, Infrastructure and Planning, met in July, August and September 2018. Council continues to attend NSIETS Implementation Committee meetings and was represented at the September 2018 meeting.</p>	
Identify and develop strategic opportunities for Redland City Council land holdings.	6.4.1	Redland Investment Corporation	On Track	<p>The Redland Investment Corporation (RIC) completed the Ava Terraces townhouse development at 9-11 Oaklands Street in Alexandra Hills in June 2018, with final settlements achieved this quarter. The architecturally designed development, comprising 13 three and four-bedroom townhouses and adjoining a community garden attracted strong interest from both owner-occupiers and investors.</p> <p>RIC continued to assess further opportunities to benefit the local community and deliver value for Council on various sites across Redlands Coast.</p>	
Provide secretariat support to the Redlands Economic Development Advisory Board.	6.5.1	Community & Customer Services	On Track	<p>A Redlands Economic Development Advisory Board meeting was held on 2 August 2018. A draft Redlands Economic Development Advisory Board Annual Report 2017-2018 was prepared and presented to the Board for consideration. Executive recruitment commenced to find a replacement board member following the resignation of Dr John O'Donnell. Planning commenced for the quarter two Board meeting.</p>	



Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Deliver industry enabling action plans and a targeted investment attraction strategy.	6.5.2	Community & Customer Services	On Track	<p>Council adopted the Health Care and Social Assistance Industry Sector Plan 2018-2023 and the Education and Training Industry Sector Plan 2018-2023.</p> <p>A gap analysis and opportunity assessment study was undertaken by REMPLAN to identify key industry sectors with the potential to recapture some of the workforce currently leaving the region and identify import replacement opportunities for the south-east Queensland economy. The study builds on a data validation and assessment exercise conducted in 2017-2018 that confirmed 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 data. A draft report on the study findings was presented by REMPLAN to the Economic Development Advisory Board.</p>	 
Facilitate the development of the Toondah Harbour PDA in partnership with Economic Development Queensland.	6.6.1	Redland Investment Corporation	On Track	<p>Redland Investment Corporation (RIC), in coordination with Economic Development Queensland (EDQ), continued to work closely with Walker Group as they liaised with the State and Federal Governments to progress the Toondah Harbour Priority Development Area project. In July 2018, the Federal Government made the decision that the proposed Toondah Harbour Priority Development Area (PDA) development is a "controlled action", allowing the project to proceed to the Environmental Impact Statement (EIS) stage. Walker Group will follow the Federal Government guidelines for public consultation during the EIS process.</p> <p>This decision follows the unveiling of Walker Group's updated proposed master plan for the project incorporating a number of new initiatives and considering feedback from leading environmental and wetland experts, public submissions and the Australian Government. Walker Group lodged a new referral with the Federal Government to incorporate the new initiatives in early June 2018.</p> <p>Walker Group is now awaiting the Government's guidelines for the EIS.</p>	 
Facilitate the development of the Weinam Creek PDA in partnership with Economic Development Queensland.	6.6.2	Redland Investment Corporation	On Track	<p>The Redland Investment Corporation (RIC) worked with Council to develop the Weinam Creek Priority Development Area project and has progressed to the advanced stages of planning and design for stage one, comprising car parking and a residential component on the Moores Farm site. RIC continued to progress the planning process for the entire master plan in preparation for submission to the State government for approval.</p> <p>RIC and Council continue to provide updates to Economic Development Queensland as plans for the area progress.</p>	 






Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Collaborate with stakeholders on planning for Priority Development Areas.	6.6.3	Community & Customer Services	On Track	Council was represented on the Local Representative Committee regarding planning for Priority Development Areas.	

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	Strategic Priorities
Celebrate the cultural life of the region.	7.1.1	Community & Customer Services	On Track	Council continued to complete actions of the Redland City Events Strategy and Action Plan 2017-2022. Council facilitated the delivery of over 23 community events attended by more than 66,822 people. Major events included Quandamooka Festival, InTrust Supercup, Greazefest, RedFest Strawberry Festival, Cleveland Caravan, Camping, Boating and 4X4 Expo. Council delivered 13 Council run events attended by more than 2,600 people.	
Plan, provide and advocate for essential social infrastructure for community activities.	7.2.1	Community & Customer Services	On Track	<p>Council commenced a review of the Social Infrastructure Strategy. As part of this work, a review of existing documentation, social data and community trends was completed.</p> <p>Council continued work to develop an Age Friendly Cities Strategy. Activities undertaken as part of strategy development and to seek input from key stakeholders included a Councillor workshop, a community survey and a workshop with aged focused organisations.</p> <p>Council continued to explore potential site options for a community hub as the original preferred site for the Cleveland Community Hub adjacent to the Donald Simpson Centre is no longer viable.</p>	
Develop innovative and accessible library services as part of the implementation of the Library Services Strategy 2017-2022.	7.2.2	Community & Customer Services	On Track	<p>The system procurement for a new, user friendly system for checking in and checking out library items has been completed and staff briefings held. Training has commenced for tagging of the library collection which will enable the system to operate from early 2019.</p> <p>Plans are underway for a new vehicle to support delivery of the library programs. A more flexible vehicle will replace the existing mobile library and provide increased service delivery.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Plan for effective sport and recreation at Heinemann Road, Redland Bay.	7.2.3	Infrastructure & Operations	Monitor	<p>The recruitment of a project manager is underway.</p> <p>A high level hydraulic investigation report received identified opportunities for engineered water management solutions that could minimise on-going costs. Options identified were to accelerate a needs analysis to determine end users and potential scope of site specific transformation plans.</p> <p>Drafting of a brief has commenced to cover the strategic planning and acceleration options for technical studies and master planning for the site and community sport and recreation needs.</p>	
Manage community access of Council sport and recreation facilities.	7.2.4	Infrastructure & Operations	On Track	<p>City Sport and Venues has continued to manage bookings for all sporting fields and venues. A number of community leases and licences to occupy have been updated.</p> <p>Stage 1 of the Recreation Aquatic Safety Signage project has been completed.</p> <p>A workshop with Councillors in reference to RV Parking was conducted with suitable site recommendations made.</p>	 
Encourage community use and participation.	7.2.5	Infrastructure & Operations	On Track	<p>The new Redlands Coast Fun Run was successfully held attracting over 500 participants.</p> <p>The Queensland Caravan and Camping Show and Redfest were held at the Cleveland Show grounds.</p> <p>The Redlands Active and Healthy program ran 22 programs across the City.</p> <p>Activity on the Willards Farm site included the Hay Shed building stabilisation. Concept design and engineering assessments have progressed and consultation and research on potential end use was completed.</p> <p>The Station Master's Cottage was relocated to Linear Park Cleveland. An expression of interest process commenced to identify suitable user groups. Tender documentation was completed and handed over to the delivery manager for market tender.</p>	 

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Deliver Council's Grants and Sponsorship Program.	7.3.1	Community & Customer Services	On Track	<p>The Round 1 2018-2019 Community Grants Program closed for applications and Council received:</p> <ul style="list-style-type: none"> - eight organisation support applications requesting a total of \$24,000. 6 grants were successful totalling \$18,000; - six project support applications requesting a total of \$51,532; - six conservation grant applications requesting a total of \$42,607; and - 17 capital infrastructure grant applications requesting a total of \$204,164. <p>The assessment process for project support, conservation grants and capital infrastructure grants commenced.</p> <p>The Round 1 2018-2019 Sponsorship Program closed for application and Council received 10 applications requesting a total of \$146,678.60. The assessment process has commenced.</p>	
Develop programs to encourage reading and all forms of literacy as part of the implementation of the Library Services Strategy 2017-2022.	7.3.2	Community & Customer Services	On Track	<p>Library Services continues to deliver a wide range of programs and events to encourage reading and all forms of literacy. A new adult literacy program was launched on 3 September 2018, which involved volunteer tutors supporting people who wish to improve their literacy skills. 15 tutors volunteered to join the program and received training. To date seven learners have joined the program.</p> <p>The First 5 Forever, a program funded by Queensland State Government, continued to support families with early literacy. The quarter 31 events and activities were held with over 1,847 participants.</p> <p>In addition to 12 author talks, Redland Libraries hosted 'An Evening with Morris Gleitzman' at Redland Performing Arts Centre.</p> <p>A book sale and author marketplace took place on 15 September 2018, with over 300 people attending raising \$700 for the Indigenous Literacy Foundation.</p>	
Provide volunteering and work experience opportunities for the community.	7.4.1	People & Culture	On Track	<p>Council continued to provide volunteering and work experience opportunities to the community across a diverse range of business units. A Volunteer Management Project team initiated to undertake a review of Council's governance and compliance requirements in relation to volunteers. The information gathering stage of the project has commenced.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Improve disaster preparedness.	7.5.1	Organisational Services	On Track	<p>Council undertook 18 separate community engagement events in collaboration with the member agencies of the Local Disaster Management Group. Council met with the local maritime emergency services including Water Police, Volunteer Marine Rescue, Coast Guard, State Emergency Service, Surf Life Saving Qld and local commercial barge and ferry operators to plan response and evacuation operations across the Bay Islands.</p> <p>Council attended the State Disaster Coordination Centre exercise to explore and determine response and recovery actions in the event of a tsunami event impacting the Queensland coastline.</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	Strategic Priorities
Transition hardware to a new data centre.	8.1.1	Organisational Services	On Track	All new equipment was installed and built in place in the new modular data centre. The new core network switches were installed including new equipment to the Council network.	
Transition hardware to a new disaster recovery site.	8.1.2	Organisational Services	Monitor	All new core equipment has been installed in the new disaster recovery site. Supporting equipment is also now up and running. New core network switches are installed and connecting new equipment to the RCC network. The scheduled cutover of external services is also on track. Transition of the email archive storage is now dependant on the availability of specialised third parties.	
Transform Council's systems and processes. (Carried forward 2017-2018)	8.1.3	Organisational Services	On Track	Council reviewed the current Financial and Asset Management system through the Asset Management Project and commenced an internal audit in relation to Business Intelligence, Geographic Information System and data management.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Improve whole of Council asset management.	8.2.1	Organisational Services	On Track	<p>Development of Council's Strategic Asset Management Plan is in progress, and specifies how organisational objectives are to be converted into asset management objectives, the approach for developing asset management plans, and the role of the asset management system in supporting achievement of the asset management objectives.</p> <p>Implementation of the Asset Management Policy and Framework has continued to ensure Council provides excellent customer service and supports ongoing growth in the region.</p> <p>The Asset Management Project has procured an asset management technology enabler.</p>	
Improve strategic alignment.	8.3.1	Organisational Services	On Track	<p>Improvements were made to better integrate Council's long-term planning and implementation, including the alignment of strategies, asset management planning, and long-term financial forecasting.</p> <p>An implementation plan and supporting tools and templates were developed to support the implementation of the integrated planning framework and strategic planning guidelines.</p>	
Prioritise Council's portfolio of projects.	8.3.2	Organisational Services	On Track	<p>The capital works prioritisation model criteria was reviewed with stakeholders and will be used for planning the capital works program for financial year 2019-2020.</p>	
Improve alignment between individual and Council performance.	8.3.3	People & Culture	On Track	<p>Executive and senior management performance agreements were further aligned to the MyGoals performance framework that is used for all employees.</p> <p>Management performance conversations occurred during July with conversations cascading through the organisation through MyGoals conversations with all employees in August and September, to improve line of sight between individual and Council performance.</p>	
Continue to build change management capability.	8.4.1	People & Culture	On Track	<p>Role based training on change sponsorship was delivered to the Executive Leadership Team in July 2018 by PROSCI to help further best practice in the area of change. Change management projects include asset management, Human Resources Information System, radio-frequency identification in Libraries and a new facility at IndigiScapes.</p> <p>A presentation of change management as an enabler of an innovative culture was delivered to management as part of the Innovation and Change Workshop in August 2018. Messaging on the importance of using effective change management and role as Sponsor was reinforced. One new project (Windows/Outlook upgrade) requesting a structured approach to change management was added to the existing portfolio.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Drive improvements in efficiency and effectiveness.	8.4.2	Organisational Services	On Track	The business transformation program was defined and development of the framework to support the organisation to undertake strategic transformation, cross functional service improvements, and continuous improvement commenced. Work was also undertaken to establish mechanisms to capture and report on benefits derived from working more efficiently and effectively.	
Align the organisation to meet changing operational requirements. (Carried forward 2017-2018)	8.4.3	People & Culture	On Track	Work continued on integrated planning. A mid-cycle MyGoals performance review was added to the business planning cycle to ensure employees have more opportunity to align their work with the changing operational requirements.	
Improve organisational performance through employee feedback. (Carried forward 2017-2018)	8.4.4	People & Culture	On Track	The 2018 MySay employee engagement survey results were provided to Managers in July 2018 for distribution to Groups. Where requested, People and Culture supported the business to understand results and to develop action plans.	
Conduct community engagement on a diverse range of issues.	8.5.1	Organisational Services	On Track	<p>Community consultation activities included a diverse range of methods such as town hall meetings, small group meetings, activities that leveraged pop-ups, and user intercept survey activities at existing high foot traffic events such as markets.</p> <p>Digital platforms were also utilised and included formal surveys, and submission forms on Council's Yoursay community consultation platform.</p>	