

12.1 OPERATIONAL PLAN QUARTERLY PERFORMANCE REPORT DECEMBER 2018**Objective Reference:****Authorising Officer:** John Oberhardt, General Manager Organisational Services**Responsible Officer:** Vivek Vivekandam, Group Manager Corporate Strategy and Performance**Report Author:** Carmen Ward, Projects and Performance Adviser
Lorraine Lee, Senior Adviser Corporate Planning and Performance**Attachments:** 1. Operational Plan Quarterly Performance Report December 2018**PURPOSE**

The purpose of this report is to provide a progress report against the Operational Plan 2018-2019 for the second quarter from 1 October to 31 December 2018.

BACKGROUND

The *Local Government Act 2009* (the Act) requires Council to adopt an Operational Plan each year. The Operational Plan 2018-2019 forms an important part of Council's strategic planning process and sets out the work Council plans to deliver towards achievement of the Corporate Plan.

The Act also requires the Chief Executive Officer to present a written assessment of Council's progress towards implementing the annual Operational Plan at meetings of Council, at least quarterly.

ISSUES

The attached Operational Plan Quarterly Performance Report December 2018 provides a status update for each significant activity, together with a comment summarising progress for the second quarter of 2018-2019. The information in the report has been provided by the responsible departments for each significant activity.

Status of Significant Activities defined within the Operational Plan 2018-2019	
On Track	65
Monitor	3
Complete	2
Total	70

Of the 70 significant activities defined within the 2018-2019 Operational Plan, 65 activities are on track, two have been completed and three are being monitored but are still expected to be delivered. The three activities being monitored are:

- 4.1.1 Council is committed to continuing its collaborative work with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).
- 5.2.3 Identify and protect places of European heritage significance.
- 5.2.4 Develop master plan for Redland Aquatic Redevelopment.

Ten significant activities were carried forward from the Operational Plan 2017-2018. Six of these activities were incorporated directly into the Operational Plan 2018-2019, and the remaining four activities are being monitored through the Operational Plan Quarterly Performance Report December 2018.

Status of Significant Activities carried forward from the Operational Plan 2017-2018	
On Track	3
Monitor	1
Total	4

The one activity being monitored is:

- 5.2.5 Plan for future use of surplus commonwealth land at Birkdale.

SUMMARY

A more detailed summary of Council's annual performance for 2018-2019 for each significant activity is outlined in the attached Operational Plan Quarterly Performance Report December 2018.

STRATEGIC IMPLICATIONS

Legislative Requirements

Council's Operational Plan 2018-2019 is an important statutory document which sets out the significant activities that Council plans to deliver for the financial year. The significant activities directly contribute to outcomes specified in the Corporate Plan. Tracking progress against this plan provides a useful assessment of Council's performance in delivering against its plans.

The *Local Government Regulation 2012* (section 174) states that "the chief executive officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals not more than 3 months". Under the same section of the regulation, Council is allowed to amend the plan at any time before the end of the financial year.

Risk Management

The risk of not delivering against Council's Operational Plan is that Council does not achieve the commitments set out in the longer term corporate and community plans. Each significant activity has associated risks which are managed by the relevant area of Council.

Financial

The Operational Plan 2018-2019 is funded from the 2018-2019 Annual Budget.

People

Significant activities listed in the Operational Plan 2018-2019 are managed by the responsible Council group. The status and comments for each significant activity in the attached report are provided by the relevant group. The report is compiled by the Corporate Planning and Transformation Unit. Although delivery of the plan itself is dependent on staff resources and some significant activities relate to people issues, there are no direct impacts on people resulting from this report.

Environmental

Some significant activities within the Operational Plan 2018-2019 directly contribute to Council's environmental commitments. However, this report does not have any direct environmental impacts.

Social

Some significant activities within the Operational Plan 2018-2019 directly contribute to Council's social commitment. However, this report does not have any direct social impacts.

Alignment with Council's Policy and Plans

Council's Operational Plan 2018-2019 outlines planned significant activities against the eight outcomes in the Corporate Plan and the Council strategic priorities that have been identified this term of Council. As such, it is a key planning document and consistent with both the Corporate Plan and the Redlands 2030 Community Plan.

CONSULTATION

The Corporate Planning and Transformation Unit have prepared the attached report in consultation with the following:

Consulted	Date	Comments
Office of CEO: Head of People and Culture Recruitment and Selection Team Leader Senior Organisational Development Adviser Service Manager People Development	January 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2018-2019.
Organisational Services: General Manager Organisational Services Group Manager Communication Engagement and Tourism Service Manager Tourism and Events Communication Engagement Senior Adviser Media Services Group Manager Corporate Governance Senior Adviser Indigenous Partner Service Manager Disaster Planning and Operations Chief Information Officer Service Manager Business Innovation and Development Group Manager Corporate Strategy and Performance Principal Adviser Strategy and Performance Principal Portfolio Management Adviser Service Manager Asset Management Business Transformation Lead	January 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2018-2019.
Community and Customer Services: General Manager Community and Customer Group Manager City Planning and Assessment Service Manager Strategic Plan Principal Transport Planner Group Manager Community and Economic Development Service Manager Strengthen Communities Pro Manager Community and Economic Development Principal Adviser Strategic Economic Principal Adviser Strategic Partnerships Group Manager Customer and Cultural Services Library Services Manager Manager Creative Arts Group Manager Environment and Regulation	January 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2018-2019.

Consulted	Date	Comments
Service Manager Environment and Education Service Manager Compliance		
Infrastructure and Operations: General Manager Infrastructure and Operations Group Manager Water and Waste Operations RedWaste Service Manager Group Manager City Infrastructure Roadside Asset Engineer Service Manager Civic and Open Space Senior Engineer Marine and Water Assets Group Manager City Operations Service Manager City Sport and Venues Senior Conservation Officer	January 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2018-2019.
Redland Investment Corporation Chief Executive Officer – RIC Communications Specialist – RIC	January 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2018-2019.

OPTIONS**Option One**

That Council resolves to note the Operational Plan Quarterly Performance Report December 2018.

Option Two

That Council requests additional information in relation to the attached Operational Plan Quarterly Performance Report December 2018.

OFFICER'S RECOMMENDATION

That Council resolves to note the Operational Plan Quarterly Performance Report December 2018.



Operational Plan 2018 - 2019

October to December 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.



Economic Development - Building a strong, connected economy while creating more jobs

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.



Branding Identity - Creating a shared identity for the city

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.



City Planning - Planning for future growth and change to improve liveability

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.



Transport and Connectivity - Creating more travel options and continuing to tackle urban congestion

Council will plan and advocate for a safe, accessible and integrated transport network that connects our mainland and island communities to the broader region.



Sport, Education and the Arts - Creating active, healthy lifestyles and learning opportunities

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.

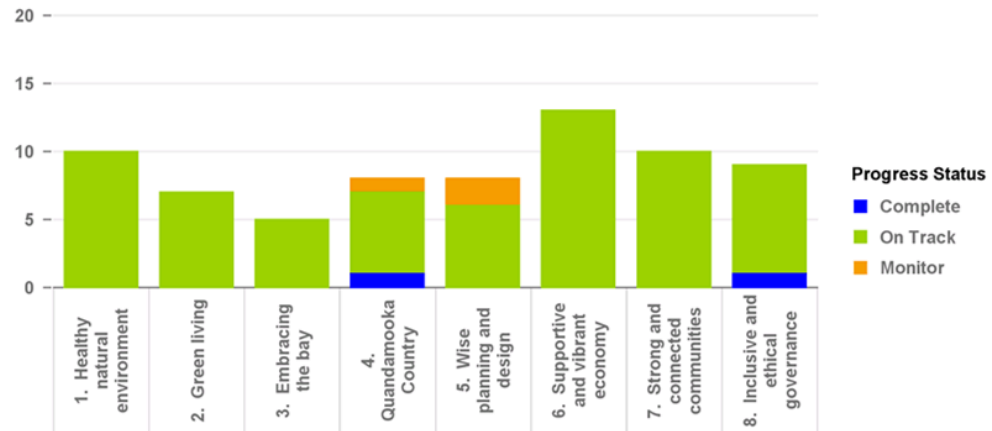
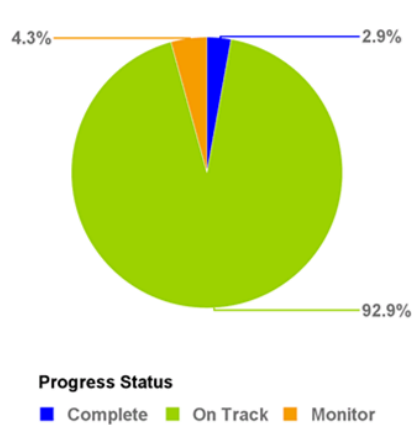


A Smart City - Positioning Redlands Coast as a smart innovative city

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.

Vision Outcome – Quarter Summary

Vision Outcome	Complete	On Track	Monitor	Total
1 Healthy natural environment	0	10	0	10
2 Green living	0	7	0	7
3 Embracing the bay	0	5	0	5
4 Quandamooka Country	1	6	1	8
5 Wise planning and design	0	6	2	8
6 Supportive and vibrant economy	0	13	0	13
7 Strong and connected communities	0	10	0	10
8 Inclusive and ethical governance	1	8	0	9
Total	2	65	3	70

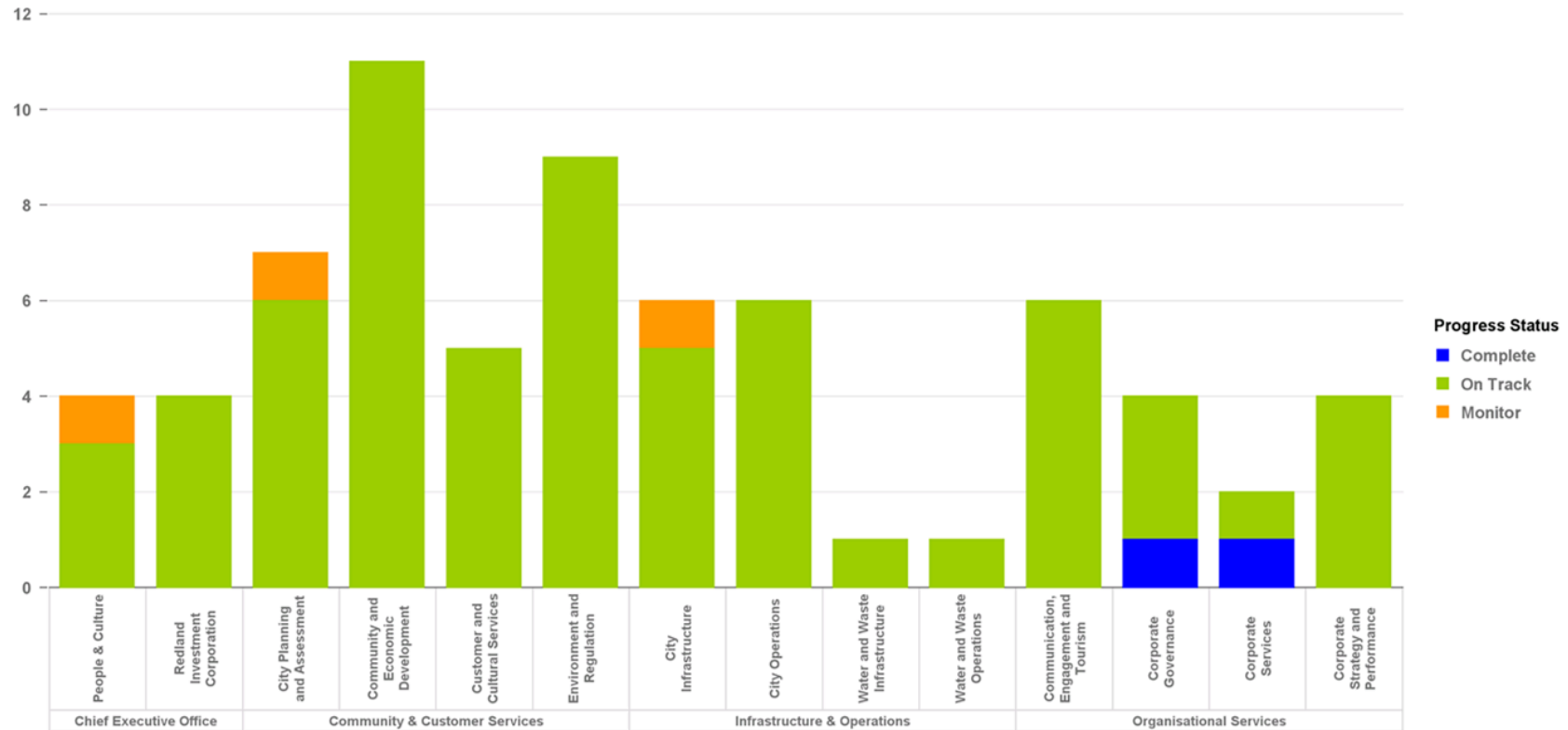


- On Track** The significant activity is progressing on time and on budget and is on track for delivery.
- Monitor** There are issues with timeframes and/or budget but it is still expected that with close monitoring the significant activity will be delivered.
- Complete** The significant activity has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

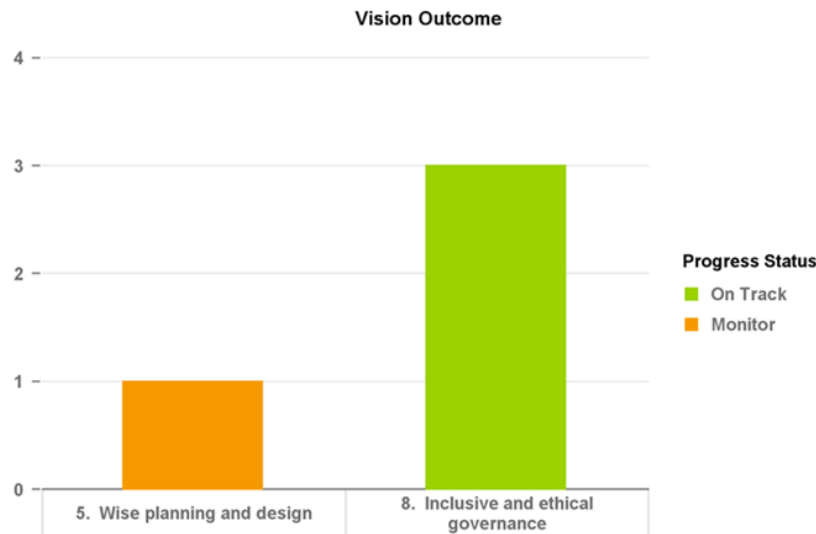
Department	Complete	On Track	Monitor	Total
Chief Executive Office	0	7	1	8
Community & Customer Services	0	31	1	32
Infrastructure & Operations	0	13	1	14
Organisational Services	2	14	0	16
Total	2	65	3	70



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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.
- 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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1. Healthy natural environment

2023 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	Restoration works have been undertaken across the mainland, Southern Moreton Bay Islands and Coochiemudlo Island. Targeted works are now 50% complete. Works have included weed control and revegetation works.	
Plan and deliver conservation restoration activities.	1.1.2	Infrastructure & Operations	On Track	Restoration works have occurred across all priority catchment areas including Coolwynpin, Hilliard's, Moogurrapum, Tarradarrapin and Eprapah. Targeted works are now 50% complete.	
Engage and deliver restoration through partnership with community and external groups.	1.1.3	Community & Customer Services	On Track	<p>The Redlands Coast Biosecurity Plan 2018 - 2023 was adopted by Council on 12 December 2018, finalising significant internal and external stakeholder collaboration for the management and implementation of Council's legislative biosecurity responsibilities. Implementation of the Plan has now commenced.</p> <p>The Environmental Partnerships and Bushcare Programs distributed and planted 4,276 plants during October to December of 2018.</p> <p>The Redlands Wildlife Rescue program responded to 1,840 calls (for advice and assistance) between October to December.</p>	
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	<p>On 10 October 2018 Council endorsed the final Lower Brisbane - Redlands Coastal Catchment Action Plan prepared under the Resilient Rivers program, coordinated by the Council of Mayors (SEQ). The plan is now being considered for strategic and operational implementation to assist and guide Council's stewardship of local creeks and Moreton Bay.</p> <p>Council continued to work with the construction industry to minimise the release of sediment through both compliance action and education.</p> <p>Officers responded to 20 customer requests and conducted a total of 429 erosion and sediment control inspections between October and December. These were mostly proactive inspections to ensure sites were adequately managed prior to the Christmas shutdown period.</p> <p>Council was represented at South East Queensland's Erosion and Sediment Community of Practice.</p>	
Continue implementing a program to plant one million native plants in the Redlands by 2026.	1.1.5	Infrastructure & Operations	On Track	Plantings have occurred across priority sites within the City including Homestead Place, Mount Cotton and South Street, Cleveland. In the 2018 - 2019 financial year, 52,036 native plants have been planted across the City. This project is now 24% complete with an overall number of 240,000 native plants planted within the City since project commencement.	

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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>As part of the Koala Conservation Action Plan (KCAP) 2016 - 2021 implementation, Council overlaid data from roadside collection information and the koala injury database with the Wildlife Connections Plan 2018 - 2023 to prioritise high risk locations for koala road hits in future operational planning actions.</p> <p>Koala survey information from a number of scientific study projects was received to help inform and prioritise actions under the KCAP. Roll-out of the advertising campaign for caring for koalas across the City commenced with a range of additional actions occurring throughout the Ormiston Koala Safe Neighbourhood.</p> <p>Consolidation of the first year data from the Virtual Fence Technology trial at Heinemann Road, Redland Bay commenced with the installation of additional fauna camera monitoring (in partnership with Griffith University).</p>	
Enhance community understanding of wildlife management issues.	1.2.2	Community & Customer Services	On Track	<p>The wildlife team facilitated the North Stradbroke Island koala survey, the glossy black cockatoo survey workshop and held a flying fox talk for the Renaissance Retirement Group.</p> <p>As part of the Koala Conservation Action Plan 2016 - 2021, Griffith University commenced evaluation of the community's response to the koala media campaign. In addition, 'pop up' information stands were used in public spaces to engage in conversation (particularly targeted at dog walkers), in relation to koala conservation.</p> <p>Behavioural Change Program - 'dog owners and koalas training' workshop and public seminar held in October. 'Leave It' stall and presentation held at the 'Paws at the Park' event.</p>	
Achieve improved environmental outcomes through extension programs.	1.3.1	Community & Customer Services	On Track	Workshops included Floating Wetlands, Mangrove Walk and Botanical Illustration and Fire Management Planning (Bay Islands). The total number of Land for Wildlife properties remains at 178 with an increase in focus for koala conservation properties resulting in an additional 10 properties to the program.	
Enhance the visitor experience of Redland's natural assets.	1.4.1	Infrastructure & Operations	On Track	<p>The draft Eastern Escarpment Conservation Area Plan has been workshopped and a Councillor site visit was conducted in December 2018.</p> <p>A beach shower was installed at Raby Bay Boulevard Park.</p>	
Continue to improve the customer experience at IndigiScapes.	1.4.2	Community & Customer Services	On Track	<p>Carmel College, Wellington Point and Ormiston State Schools visited IndigiScapes as part of the Schools Program. Indigikids held exploration events in partnership with Dolphin Research Australia and Quandamooka Yoolooburrabee Aboriginal Corporation Cultural workshop. Both events were well attended.</p> <p>Visitor attendance at the IndigiScapes Centre continues to grow, noting the increased media coverage regarding the upcoming Centre closure for the refurbishment project.</p> <p>IndigiScapes expansion project (construction) tender was released to the market in December with a closure date of January 31.</p>	

2. Green living



2023 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	<p>The Carbon and Energy dashboard is now in use and monitors all of Council's small and large sites for their energy emissions and consumption, including fleet fuel usage. The dashboard will be used to assist planning and operational activities to further improve Council's energy efficiency.</p> <p>The dashboard also provides data in relation to Council's proof of concept sites for solar energy production which include the Animal Shelter, Fleet building and new Indigiscapes Nursery.</p>	
Provide information to raise community awareness and education.	2.2.1	Community & Customer Services	On Track	<p>The most recent solar installation projects at the Animal Shelter and new IndigiScapes Nursery were completed and switched on during this quarter. The solar installation at the Indigiscapes Nursery will be used as an educational opportunity for the community and school groups.</p>	
Plan and deliver waste management services to meet current and future needs of the City.	2.3.1	Infrastructure & Operations	On Track	<p>Council is investigating options for diverting food and garden waste from landfill. A grant application to assist with this initiative was lodged under the State Government Resource Recovery Industry Development Program.</p> <p>The RCC Waste Reduction and Recycling Plan review is dependent on external Federal and State Government waste strategy reviews which are yet to be finalised. Council continued to collaborate in the broader SEQ region on future waste and resource management options.</p> <p>Rehabilitation and remediation work continued on selected closed landfills according to the work priority list to mitigate the risk of environmental harm through the regular monitoring program, site inspection schedule and programmed maintenance.</p>	
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 has collected 21,243 tonnes of waste, 5,782 tonnes of recycling, and 1,838 tonnes of green waste from Redland City residents from December 2018. In November 2018, RedWaste promoted the larger 340L recycling bin resulting in the exchange of over 1,100 larger recycling bins. An additional 840 green waste bins were ordered between October and December 2018. Overall resource recovery for the 2018 - 2019 financial year to date is 44% against a target of 45.8%.</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 is currently in the final round of consultation and engagement. Community engagement events have occurred throughout the City and online. Engagement events completed to date have included library installations at Cleveland, Capalaba and Victoria Point libraries, pop-up events at Cleveland Farmers Markets, Raby Bay Twilight Markets, Redland Bay Men's Shed grand opening and Thornlands Youth Day Event.</p>	

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Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Manage planning for transport connectivity for the Southern Moreton Bay Islands (SMBI).	2.5.2	Community & Customer Services	On Track	Council continued to advocate for greater accessibility between the mainland and the Southern Moreton Bay Islands. Council continued working with Department of Transport and Main Roads, South East Queensland Council of Mayors and other key stakeholders to facilitate a trial of an autonomous vehicle to operate a transport service on a Southern Moreton Bay Island.	
Expand the footpath and cycleway network.	2.5.3	Infrastructure & Operations	On Track	The footpath and cycleway network has continued to expand in 2018 - 2019 with the implementation of the Footpath Program, Trunk Cycleway Program and Moreton Bay Cycleway Program. The footpath program completed a number of footpath projects in the last quarter these include: Tolson Terrace, Ormiston footpath, Anson Road, Wellington Point footpath and Burwood Road, Alexandra Hills playground footpath links.	

3. Embracing the bay

2023 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	Council continued to partner with Healthy Land and Water for the annual Water Quality Monitoring Program. Council's Waterway Recovery Report 2018 was released detailing the overall health of our freshwater creeks and long term waterway health trends. The report detailed Council's operational achievements in regards to our waterway programs.	
Partner with Education Queensland in activating the community use of schools for sport and recreation purposes.	3.2.1	Infrastructure & Operations	On Track	Sport and recreation officers have captured all school sport and recreation facilities within the Redlands. There are over 268 school sport and recreation facilities (across 36 schools) available. Sport and recreation officers have commenced discussions with Education Queensland and schools to make education facilities available for community use.	
Continue to develop and implement the Redland City Council Coastal Adaptation Strategy.	3.3.1	Infrastructure & Operations	On Track	<p>The Coastal Hazard Adaptation Strategy (CHAS) project is on track for completion of a draft strategy by the revised completion date set by the Local Government Association of Queensland (LGAQ) (i.e. October 2020). Of the eight phases required to complete the CHAS, the status of Council's CHAS is:</p> <ul style="list-style-type: none"> - Phase 2 report submitted to LGAQ for endorsement, - Additional funds were provided to the project at BR1 for the 2018-2019 financial year. <p>A project-specific Communications and Engagement Plan endorsed by LGAQ, is now underpinning CHAS development activities with awareness and engagement activities being progressively delivered.</p> <p>Shoreline Erosion Management Plans (SEMP) are underway for high-risk locations (Amity Point and Coochiemudlo Island).</p>	
Improve access provisions to Moreton Bay.	3.4.1	Infrastructure & Operations	On Track	Boat and barge ramps are renewed regularly. In the 2018 - 2019 financial year, a new boat ramp was built at Macleay Island including boat trailer parking. The existing ramps at Karragarra Island and Coochiemudlo Island were renewed providing better access for boats to the bay. The boat ramp at Banana Street, Redland Bay, was improved by extending the concrete planks and now is an all-tide ramp. A new canoe/kayak launching facility was also built at Ormiston for recreation activities.	

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) continued to work closely with Walker Group, in coordination with Economic Development Queensland (EDQ), to progress the Toondah Harbour Priority Development Area project.</p> <p>RIC continued working with Redland City Council to develop the Weinam Creek PDA project and made further progress with regards to the planning and design of 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>	

4. Quandamooka Country



2023 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 Yoolooburabee Aboriginal Corporation (QYAC).	4.1.1	People & Culture	Monitor	Cultural awareness information continued to be included in all employee inductions. Council continued internal discussions relating to the Indigenous Employment and Training Strategy. Quandamooka Yoolooburabee Aboriginal Corporation are currently working on a draft Indigenous Employment and Training Strategy.	
Implement culturally appropriate protocols.	4.1.2	Organisational Services	Complete	Council continues to observe the Welcome to Country and Acknowledgement of Country as per Council's Indigenous Community Policy. Council continues to promote and offer Quandamooka Cultural Day training to all staff.	
Promote awareness and understanding of Quandamooka culture.	4.2.1	Organisational Services	On Track	Quandamooka culture and Council partnerships are featured in Council's 2017 - 2018 Annual Report. Council also worked with Quandamooka Yoolooburabee Aboriginal Corporation (QYAC) to develop a 'Council and QYAC' partnerships page for the QYAC Annual Report, and provided support in developing a slide presentation for the 'Yarnin Up with Redlands Coast's First People' keynote address to the Local Government Association of Queensland Conference by Mayor Karen Williams and QYAC Chief Executive Officer. The slide presentation integrated dual naming and images. Quandamooka People and their integral role in brand development were featured as a story in 'Our Redlands Coast' magazine. Aboriginal and/or Quandamooka content is included in Redland Art Gallery media releases, snapshot advertisements on Council's website, and Council acknowledges Country and Elders in speeches.	
Promote traditional knowledge.	4.2.2	Organisational Services	On Track	Council has continued recognition of Quandamooka People with Uncle Bob Anderson and Delvene Cockatoo-Collins appearing on the Redlands Coast website. Two tribute plaques were installed on bench seats at the Dunwich Memorial Park near the Cenotaph. The plaques recognise Aunty Sylvia Iselin, Aunty Florence Henderson and Quandamooka Yoolooburabee Aboriginal Corporation (QYAC). Council is managing the delivery of North Stradbroke Island Entry Statements and signed a contract with QYAC in December 2018. Quandamooka Elder, Uncle Bob Anderson, performed the Welcome to Country at Council's Christmas by Starlight annual event. Council continues to acknowledge the Quandamooka People at the commencement of Council meetings and significant events and invite Quandamooka People to significant events. Council continues to fly the flag at the Administration building and the Council South Street Depot site.	
Maintain and further develop partnerships with the Quandamooka People.	4.2.3	Community & Customer Services	On Track	Planning for the 2019 Redland Art Gallery program included ensuring links with the 2019 Quandamooka Festival and how Quandamooka artists will be involved in the program. Quandamooka Elders were invited to present Welcome to Country at special events throughout the quarter.	

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	Council continues to manage the Indigenous Land Use Agreement (ILUA) sub-committees and their meetings and monitor progress on ILUA activities. The end of the 2nd quarter report, which highlights the key activities from these sub-committees will be presented to the Executive Leadership Team (ELT). On 16 October 2018 Council and QYAC held a business day meeting. On 8 November 2018, the Mayor, eight Councillors, members of ELT and senior staff attended the QYAC office on North Stradbroke Island (Minjerrabah) for a briefing on the ILUA and the NSI ETS progress. The ILUA Capital Works Forum with QYAC was held on 18 December 2018.	
Contribution to implementation of North Stradbroke Island Economic Transition Strategy.	4.4.1	Community & Customer Services	On Track	Council is lead for Project 13: Location and Interpretive Signage and worked in support of a further 17 of 23 projects under the Queensland Government's North Stradbroke Island Economic Transition Strategy. As part of Project 13 Council and Quandamooka Yoolooburabee Aboriginal Corporation (QYAC) signed a contract in December 2018 contracting QYAC to deliver the two Quandamooka-inspired entry signs for Council. They will be designed by Quandamooka artists and take into account community engagement undertaken early in 2018 by Council.	
Promote Quandamooka tourism initiatives.	4.4.2	Organisational Services	On Track	<p>Council contributed to the Gudjundabu Marumba Gudiyiyana Tourism for a Glad tomorrow. This is a five year strategy for sustainable tourism on Quandamooka Country, developed by Quandamooka Yoolooburabee Aboriginal Corporation (QYAC) in consultation with the Queensland Government to support sustainable eco-cultural tourism opportunities on Quandamooka Country. The strategy was launched on 11 December 2018 by the Redland City Mayor, Minister for Innovation and Tourism Industry Development and QYAC Chief Executive Officer (CEO).</p> <p>A joint presentation 'Yarning Up with Redlands Coast's First People' was delivered by the Redland City Mayor and QYAC CEO at the Local Government Association of Queensland, discussing the special relationship Council shares with the traditional owners of Redlands Coast.</p> <p>Council continues to work with QYAC and the Queensland Government to progress the North Stradbroke Island Economic Transition Strategy Project 13, which will see the installation of two Quandamooka-inspired Entry Statements at Point Lookout and Amity Point on North Stradbroke Island.</p> <p>Council engaged a Quandamooka artist to design the artwork for the new Redlands Coast Christmas street banners and digital Christmas cards to promote awareness and encourage visitation to Redlands Coast.</p> <p>Council consulted with the QYAC CEO to include dual naming (Cullen Cullen) on new Wellington Point Village entry signs.</p>	

5. Wise planning and design






2023 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	The Redland City Plan commenced on 8 October 2018 following a significant program of coordinated activities across the organisation to facilitate the smooth commencement. Council is also currently progressing a number of amendment packages to City Plan. These include a proposed major general amendment package adopted by Council on 10 October 2018 and an amendment package addressing dual occupancies adopted at General Meeting on 12 December 2018. Both packages are currently undergoing State Interest review and will remain confidential until such time as Ministerial approval is received to allow Council to commence community consultation. Council also resolved at its General Meeting on 10 October 2018 to commence a major amendment to City Plan to reflect the principles of the Wildlife Connections Plan 2017. Work on this amendment package is currently progressing.	
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	Asset owners have been engaged to ensure Local Government Infrastructure Plan projects are integrated into draft network capital programs, recognising some projects are likely to be delivered through development permits as contributed trunk assets.	 
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	Scoping of the development of an investment attraction strategy continued with elements of place making and centre improvement initiatives being considered. The Redland Health and Wellness Precinct Master Plan Stage 3 (conceptual land use plan and strategy) has been drafted, which recommends masterplan delivery pathways.	
Coordinate planning and guidance for future development and infrastructure delivery for local areas in the City.	5.2.2	Community & Customer Services	On Track	Council endorsed a report at a General Meeting on 10 October 2018 outlining the proposed scope and timing of the structure planning process over land located in the Victoria Point Emerging Community Zone. Consultants have been engaged to undertake additional ecological investigations of the area to assist Council with an Enquiry by Design process in the first quarter of 2019. The timing of planning investigations over the Southern Thornlands area, as set out in the South East Queensland Regional Plan, have been adjusted to allow for consideration of the outcomes of the Rural Enterprise Industry Sector plan currently being undertaken. An expression of interest has been released by Council in partnership with the Redland Investment Corporation to reactivate the Capalaba town centre through the Capalaba Place project.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Identify and protect places of European heritage significance.	5.2.3	Community & Customer Services	Monitor	Following the completion of a review of local European heritage significance in the City, investigations are progressing in relation to mechanisms to protect identified properties and places.	
Develop master plan for Redland Aquatic Redevelopment.	5.2.4	Infrastructure & Operations	Monitor	Project partners continued to try and secure grants and other funding options before committing to the master plan design stage.	
Plan for future use of surplus commonwealth land at Birkdale. (Carried forward 2017-2018)	5.2.5	Community & Customer Services	Monitor	The project has previously been placed on hold pending the outcomes of ongoing purchase negotiations with 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 Redland City Plan took effect on 8 October 2018 and Council's systems and processes continue to be amended and improved to ensure effective implementation of planning instruments.	
Contribute to establishing a South East Queensland City Deal.	5.4.1	Community & Customer Services	On Track	A series of workshops run by the Cities Transformation Taskforce, Queensland Treasury in October and November 2018 contributed to the shaping of a draft City Deal Proposition for consideration by Cabinet. The proposition document will outline the Queensland State and local governments' priorities and aspirations for the proposed City Deal and form the basis for future negotiations with the Commonwealth Government.	

6. Supportive and vibrant economy

2023 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 including the development of a draft social media strategy, work on a new Redlands Coast Visitor Information Guide 2019 - 2020, improvement of visitor information services and the engagement of a consultant to draft a land management plan for potential destination/caravan sites.</p> <p>Council also met with representatives of The Department of Transport and Main Roads regarding updated and improved road signage for tourism including a new Visitor Information Centre in Cleveland.</p> <p>Council approved the lease of a new premise located in Raby Bay Harbour as a temporary location for the Redlands Coast Visitor Information Centre during the design and construction of a new fit for purpose, stand-alone Visitor Information Centre. Council continued to promote Redlands Coast tourism experiences, products and destinations as part of the Channel Seven lifestyle and travel programs which included the promotion of Redlands Coast Food Trails, Redlands Coast Southern Islands and Redlands Coast Arts and Culture. More than 60 tourism operators are included on the Redlands Coast website and Council continues to work with industry to encourage and increase the number of operators listed on both the Australian Tourism Data Warehouse and the Redlands Coast website. The Redlands Coast tourism subcommittee met for the second time in October 2018 at the Redland Museum and discussed Redlands Coast destination marketing campaign opportunities and upcoming tourism initiatives, activities and events.</p> <p>North Stradbroke Island (Minjerribah) was showcased to the Tourism and Events Queensland board of directors during their board meeting on the island. The board visited the Economic Transition Strategy sites with QYAC representatives and participated in tourism experiences including a Welcome to Country at Brown Lake and a Quandamooka dining experience at Point Lookout. The board met with the Redland City Mayor and local tourism operators and industry representatives to discuss tourism opportunities on the island.</p>	
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>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
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 a draft events policy and the development of an event management masterclass to build the capacity of community event organisers. Masterclass topics will include event management essentials, event traffic management and safety guidelines, advertising events on the Redlands Coast website, partnership and marketing planning as well as networking opportunities.</p> <p>Council facilitated the delivery of more than 17 community events attended by approximately 36,000 people. Events included Island Vibe Festival, 100 years of Armistice Commemoration ceremonies, Santa Paws at the Park market and New Year's Eve celebrations across Redlands Coast.</p> <p>Council delivered six Council run events attended by approximately 13,500 people and included a citizenship ceremony, lighting of the Christmas tree, volunteer thank you function and Christmas by Starlight.</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>Events and activities undertaken that delivered economic and social benefits to the community included: Dementia Friendly Community Forum, Youth Day Out and Crime Prevention through environmental design training workshop for police and police and crime stoppers volunteers.</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 (RAG) continued to present high quality and widely accessible exhibitions, performances, education programs for schools, family workshops and community arts activities in Cleveland and Capalaba.</p> <p>From October to December 2018 Creative Arts events, performances and exhibitions attracted an audience of 27,307 people attending diverse programs at Redland Art Gallery and Redland Performing Arts Centre. This program of events included local family arts, youth theatre and circus workshops, community events and presentations by local artists and groups, and touring exhibitions and performances from across Australia.</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>Redlands Coast brand was delivered across the City with a local marketing campaign to support tourism, visiting friends and relatives during the tourism shoulder season (October to November 2018). The campaign was targeted at locals to explore their own backyard with family and friends. The campaign included outdoor, print, radio and digital advertising. It also included a number of competition partnerships with tourism operators and local media outlets including The Friendly Bay Islander and Bay FM.</p> <p>Digital communications commenced on social media channels for Redlands Coast in October 2018 resulting in 977 followers on Facebook and 850 followers on Instagram. Digital management strategies are rolling out for Redlands Coast including the use of social aggregator tools and the development of strategy. Council has been focusing on the use of the new hashtag #RedlandsCoast with local businesses and operators for continued increase of its adoption.</p> <p>Council launched an advertising and media kit for a new 2019 - 2020 Visitor Information Guide for the area in November to work in partnership with local businesses and tourism operators. A total of 31 businesses were confirmed for participation in the guide with advertising bookings to close mid-January 2019.</p> <p>Council has been meeting with a number of key stakeholders to develop partnership opportunities for 2019 including meetings and briefings with Sirromet, Stradbroke Ferries, Bay FM, Brisbane Marketing and Tourism Queensland.</p> <p>Council hand-delivered a Christmas support campaign to over 100 local Cleveland businesses in November to provide shop local posters, Redlands Coast T-shirts and to provide an update on the business merchandise program aimed for release in early 2019. The activity was to support the lighting of the Christmas tree event hosted in Cleveland on 30 November and build further opportunity for Redlands Coast to partner with and support local businesses.</p> <p>Council delivered new City brand assets for a Redlands Coast Christmas including new Redlands Coast branded Christmas light pole banners city-wide and a Christmas card campaign. The design was the result of a partnership and collaboration with Quandamooka artist Delvene Cockatoo-Collins.</p> <p>The visitredlandscoast.com.au website has been continuing to evolve with new content from industry operators, including the start of guest bloggers as a result of working partnerships with the tourism sub-committee.</p> <p>Redlands Coast has also been working with local businesses during this period for the filming of an economic development hype reel video for the area.</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 Innovation, Tourism Industry Development and the Commonwealth Games, met in November 2018. Council continues to attend NSIETS Implementation Committee meetings and was represented at the November 2018 meeting.</p>	
Identify and develop strategic opportunities for Redland City Council land holdings.	6.4.1	Redland Investment Corporation	On Track	<p>Redland Investment Corporation (RIC) continued to assess further opportunities to benefit the local community and deliver value for Council on various sites across Redlands Coast.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Provide secretariat support to the Redlands Economic Development Advisory Board.	6.5.1	Community & Customer Services	On Track	The Redlands Economic Development Advisory Board Annual Report 2017 - 2018 was noted by Council on Wednesday 10 October 2018. An executive recruitment process was conducted to fill a Board vacancy with Warren Rowe appointed to the Board in October 2018. A Redlands Economic Development Advisory Board meeting was held on 18 October 2018, with an update from the Board meeting noted by Council on 21 November 2018.	
Deliver industry enabling action plans and a targeted investment attraction strategy.	6.5.2	Community & Customer Services	On Track	Implementation of the Education and Training Industry Sector Plan 2018 - 2023 and the Health Care and Social Assistance Industry Sector Plan 2018 - 2023 has commenced. Key actions of the industry sector plans, with synergy across both plans that have been delivered include: facilitation of the Ageing Innovation Summit, launch of an Adult Literacy Program and investigation into the formation of an Education Network at the inaugural Education Roundtable. The findings and recommended delivery pathway of the Redlands Health and Wellness Precinct Masterplan project has also been drafted. Development of the Rural Enterprises Industry Sector Plan has commenced.	 
Facilitate the development of the Toondah Harbour PDA in partnership with Economic Development Queensland.	6.6.1	Redland Investment Corporation	On Track	Redland Investment Corporation (RIC) continued to work closely with Walker Group in coordination with Economic Development Queensland (EDQ), as they liaised with the State and Federal Governments to progress the Toondah Harbour Priority Development Area project. Walker Group will follow the Federal Government guidelines for public consultation during the EIS process. 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.	 
Facilitate the development of the Weinam Creek PDA in partnership with Economic Development Queensland.	6.6.2	Redland Investment Corporation	On Track	Redland Investment Corporation (RIC) worked with Council to progress stage one of the Weinam Creek Priority Development Area project, 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. RIC and Council continue to provide updates to Economic Development Queensland as plans for the area progress. RIC also prepared a preliminary business case for the entire project.	 
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

2023 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	<p>Council continued to complete actions of the Redland City Events Strategy and Action Plan 2017 - 2022. The Redland Performing Arts Centre and the Redland Art Gallery (RAG) continued to present high quality and widely accessible exhibitions, performances, education programs for schools, family workshops and community arts activities in Cleveland and Capalaba.</p> <p>Council facilitated the delivery of more than 17 community events attended by more than 36,175 people. Events included Island Vibe Festival, 100 years of Armistice Commemoration ceremonies, Santa Paws at the Park Market and New Years Eve celebrations across Redlands Coast.</p> <p>Council delivered six Council run events attended by more than 13,585 people and included a Citizenship ceremony, Lighting of the Christmas Tree, Volunteer thank you function and Christmas by Starlight.</p>	
Plan, provide and advocate for essential social infrastructure for community activities.	7.2.1	Community & Customer Services	On Track	<p>Council engaged the Logan Regional Innovation Data Lab to assist with identifying local community needs through demographic analysis. This work will support Council's review of the Social Infrastructure Strategy to more accurately identify projects and programs to support the growth of the Redlands community.</p> <p>Council completed an Expressions of Interest Campaign for the Station Masters Cottage at 120 Little Shore Street Cleveland. Expressions of interest will be subject to assessment to identify the most appropriate use of the facility to maximise community benefit, and expand the range of services available to the community.</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 implementation of Radio Frequency Identification technology within libraries is progressing well. Tagging of the collection has been completed which will enable the system to go live following installation of check in and check out equipment. The replacement vehicle for the delivery of the mobile library program was ordered. Library Services is continuing to invest in e-resources, in line with the Library Services Strategy 2017 - 2022.</p>	
Plan for effective sport and recreation at Heinemann Road, Redland Bay.	7.2.3	Infrastructure & Operations	On Track	<p>The project was presented to the Capital and Operational Advisory Board (COAB) outlining the project status and planned way forward. The Department of National Parks, Sport and Racing Grant Deed was provided to the Department for their execution. A draft brief for strategic and master planning has been completed for review by the Department of National Parks, Sport and Racing. A corporate risk workshop was held to inform the development of project documentation.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Manage community access of Council sport and recreation facilities.	7.2.4	Infrastructure & Operations	On Track	The sport and recreation team, in conjunction with the Digital Communication unit, have placed new Google maps onto Council's website for sport and recreation facilities, sport and recreation clubs, popular parks and exercise equipment and playgrounds. This update has seen a 20% increase in page views since being updated.	
Encourage community use and participation.	7.2.5	Infrastructure & Operations	On Track	The Redlands Active and Healthy Program continues to perform well above expectations with 84 programs having 1,683 members, with a total participation of 10,248 attendees during the 2018 calendar year. Council has been able to offer these programs by utilising internal operational savings in 2018 at a cost of \$714 per program or \$5.85 per attendee. City sport and venues team assisted with 60 major and minor events at 29 different venues during 2018. This is an increase from 41 events at 22 venues in 2017.	
Deliver Council's Grants and Sponsorship Program.	7.3.1	Community & Customer Services	On Track	Round 1 of the 2018 - 2019 Community Grants Program assessment process was finalised. Council awarded eight organisation support applications totalling \$17,050, three project support applications totalling \$23,381, four conservation grants totalling \$14,611 and 17 capital infrastructure grant applications totalling \$201,664. The Round 1 2018 - 2019 Sponsorship Program assessment process was finalised. Council awarded seven sponsorship grants totalling \$111,678.	
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	A new funding agreement from State Library of Queensland for the First 5 Forever program has been signed. The program continues to receive positive feedback and high attendance figures. The adult literacy program continues to develop with seven learners at the end of 2018. This program supports adults who wish to improve their literacy skills by pairing them with trained volunteers to support their learning goals.	
Provide volunteering and work experience opportunities for the community.	7.4.1	People & Culture	On Track	Council continued to provide volunteering and work experience opportunities to the community across a diverse range of business units. A volunteer management project team is currently undertaking a review of Council's governance and compliance requirements in relation to volunteers.	
Improve disaster preparedness.	7.5.1	Organisational Services	On Track	Council undertook 11 separate community engagement events in collaboration with the member agencies of the Local Disaster Management Group. The community engagements included community meetings regarding the North Stradbroke Island fire in December 2018 to inform impacted communities of the fire's progress and how to stay safe in smokey conditions. Partnerships continued to be strengthened with agencies of the Local Disaster Management Group as we worked together to keep the community safe during the North Stradbroke Island fires.	

8. Inclusive and ethical governance

2023 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	Complete	<p>Council's new state of the art facility is now fully functional to ensure when high risk disasters hit the City, systems and communication will keep running to support the community.</p> <p>Using a state of the art integrated modular design and architecture, Council was able to retire aging infrastructure and implement a fully redundant and resilient facility to house critical infrastructure. This contemporary datacentre design allows easy expansion by adding to the modular building, plant and equipment as the organisation grows. Utilising modern power and cooling technology, Council has lowered the carbon footprint and provided significant reduction in operational costs.</p>	
Transition hardware to a new disaster recovery site.	8.1.2	Organisational Services	On Track	The disaster recovery site server and storage migrations are on track with the physical build phase to finalise the project.	
Transform Council's systems and processes. (Carried forward 2017-2018)	8.1.3	Organisational Services	On Track	Council continues to review the current Financial and Asset Management system through the Asset Management Project, and review the Access Management through the HRIS Project.	
Improve whole of Council asset management.	8.2.1	Organisational Services	On Track	<p>Development and implementation of Council's Strategic Asset Management Plan (SAMP) is on track. The SAMP specifies how organisational objectives are to be converted into asset management objectives, the approach for developing Asset and Service Management Plans (ASMPs), and the role of the asset management system in compliance with ISO 55001 standard and achievement of Council strategic objectives.</p> <p>Through the implementation of the Asset Management Policy and Framework, Council has completed the development of its annual ASMPs and developed the proposed capital investment prior to prioritisation. This process enables Council to continue to provide the level of reliable services and support ongoing growth in the region.</p>	
Improve strategic alignment.	8.3.1	Organisational Services	On Track	The procurement process commenced to engage professional consultant services in the development of Council's strategic service planning. Strategic alignment continued to be enhanced through the integration of strategic analysis in the development of the capital works portfolio. Council's governance for strategic planning was further refined to support organisational planning at a strategic and operational level.	

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Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Prioritise Council's portfolio of projects.	8.3.2	Organisational Services	On Track	Council's portfolio of projects (which includes open space, roads, marine, pathways, water, wastewater, waste, buildings, and other endorsed projects) continue to be progressed according to plan and approved budget. Work has commenced on planning the program for the next financial year.	
Improve alignment between individual and Council performance.	8.3.3	People & Culture	On Track	Performance agreements and MyGoals conversations were held with 695 completed. This is an increase on last year's conversations with 548 completed. The conversations continue to be more aligned to performance goals. Coaching conversations for leaders training was provided.	
Continue to build change management capability.	8.4.1	People & Culture	On Track	Council created a change management portfolio. The portfolio delivers a structured methodology for change management to ensure that employees are able to quickly adopt and use outcomes of changes. A change impact heat map was delivered for changes to be strategically planned.	
Drive improvements in efficiency and effectiveness.	8.4.2	Organisational Services	On Track	<p>A soft-launch of the business transformation program has been delivered to test the framework. Two new training sessions were delivered to boost innovative thinking for business improvement. A comprehensive toolkit to support the innovation process was developed for use across the organisation. Testing commenced on established mechanisms to capture and report on benefits derived from working efficiently and effectively.</p> <p>The first phase of the Procurement Transformation Project was closed out following the delivery of the key outcomes including identification of efficiencies, development of a long term plan for improvement, development and implementation of a procurement dashboard. Currently implementation of the transformation road-map is in progress.</p>	
Align the organisation to meet changing operational requirements. (Carried forward 2017-2018)	8.4.3	People & Culture	On Track	Human resource metrics were developed for each group and incorporated into group business plans. Critical roles across the organisation were identified and the talent management process finalised.	
Improve organisational performance through employee feedback. (Carried forward 2017-2018)	8.4.4	People & Culture	On Track	Groups developed action plans to respond to results from the 2018 MySay Survey.	
Conduct community engagement on a diverse range of issues.	8.5.1	Organisational Services	On Track	Community consultation occurred on a range of diverse issues including disaster management, public art, local laws and strategic planning. Traditional methods such as town hall meetings and surveys were used in conjunction with more contemporary methods and tools. These allowed participants to provide geographically precise information through interactive mapping solutions, and to have their say directly via their preferred social media platform e.g. Instagram stories and Facebook surveys.	