

**12.4 OPERATIONAL PLAN QUARTERLY PERFORMANCE REPORT MARCH 2019****Objective Reference:****Authorising Officer:** John Oberhardt, General Manager Organisational Services**Responsible Officer:** Vivek Vivekanandam, 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 March 2019**PURPOSE**

This report provides an update on the progress of the Operational Plan 2018-2019 for the third quarter from 1 January to 31 March 2019.

**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 2018-2023.

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 March 2019 provides a status update for each significant activity, together with a comment summarising progress for the third 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	62
Monitor	3
Complete	3
Total	68

Of the 68 significant activities defined within the 2018-2019 Operational Plan, 62 activities are on track, three have been completed and three are being monitored but are still expected to be delivered this financial year. The three activities being monitored are:

- 3.2.1 Partner with Education Queensland in activating the community use of schools for sport and recreation purposes.
- 4.1.1 Council is committed to continuing its collaborative work with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).
- 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. The remaining four are listed as significant activities in the Operational Plan 2018-2023 and are being monitored through the Operational Plan Quarterly Performance Report.

Status of significant activities carried forward from the Operational Plan 2017-2018	
On Track	2
Monitor	2
Total	4

The two activities being monitored are:

- 5.2.5 Plan for future use of surplus commonwealth land at Birkdale
- 8.1.3 Transform Council's systems and processes

## 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 March 2019.

## 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 2018-2023. 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.



Consulted	Date	Comments
		particular significant activities within the Operational Plan 2018-2019
<b>Infrastructure and Operations:</b> 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 Aquatic and Emergency Precinct Program Manager Group Manager Water and Waste Infrastructure Principal Waste Planner Group Manager City Operations Service Manager City Sport and Venues Senior Conservation Officer	April 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2018-2019.
<b>Redland Investment Corporation</b> Chief Executive Officer – RIC Communications Specialist – RIC	April 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 March 2019.

### Option Two

That Council requests additional information in relation to the attached Operational Plan Quarterly Performance Report March 2019.

## OFFICER'S RECOMMENDATION

**That Council resolves to note the Operational Plan Quarterly Performance Report Mach 2019.**



# Operational Plan 2018 - 2019

**January to March 2019**



# 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.

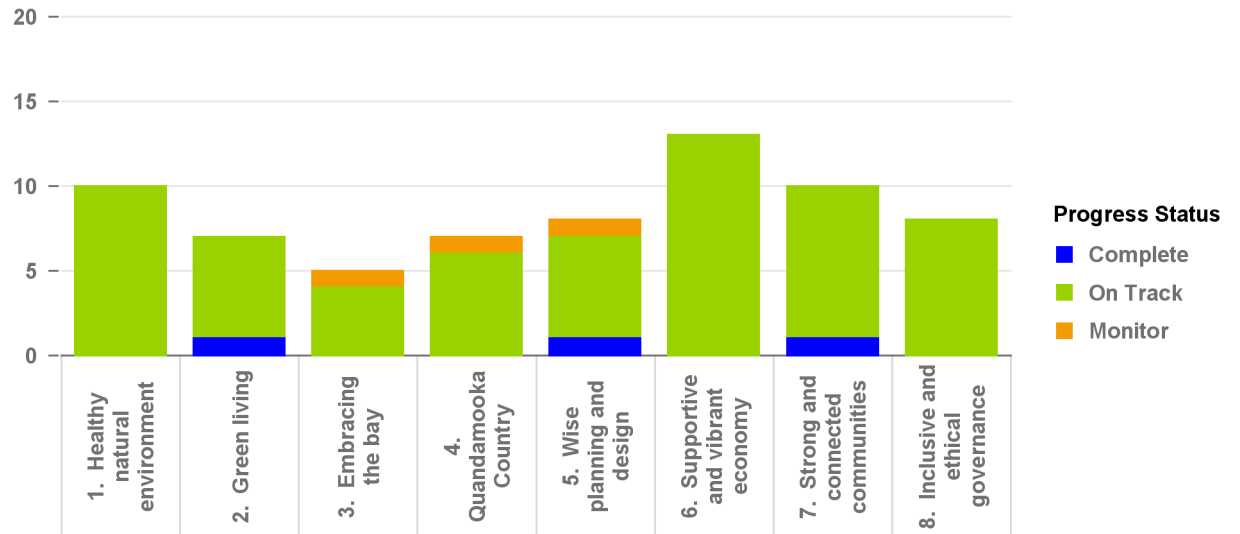
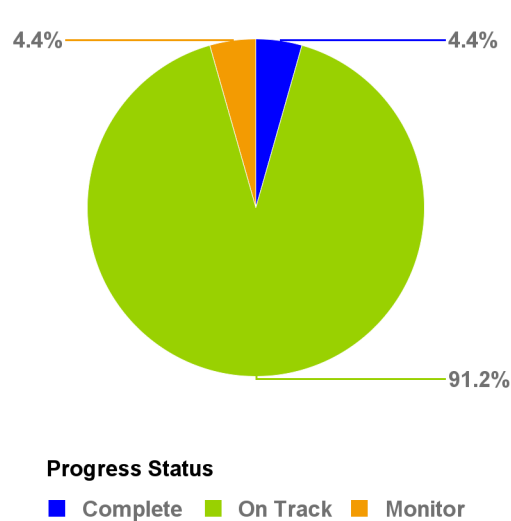


## **A Smart City - Positioning Redlands Coast as a smart innovative city**

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	1	6	0	7
3 Embracing the bay	0	4	1	5
4 Quandamooka Country	0	6	1	7
5 Wise planning and design	1	6	1	8
6 Supportive and vibrant economy	0	13	0	13
7 Strong and connected communities	1	9	0	10
8 Inclusive and ethical governance	0	8	0	8
<b>Total</b>	<b>3</b>	<b>62</b>	<b>3</b>	<b>68</b>



## On Track

The significant activity is progressing on time and on budget and is on track for delivery.

## Monitor

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

## Complete

The significant activity has been delivered.

## Concern

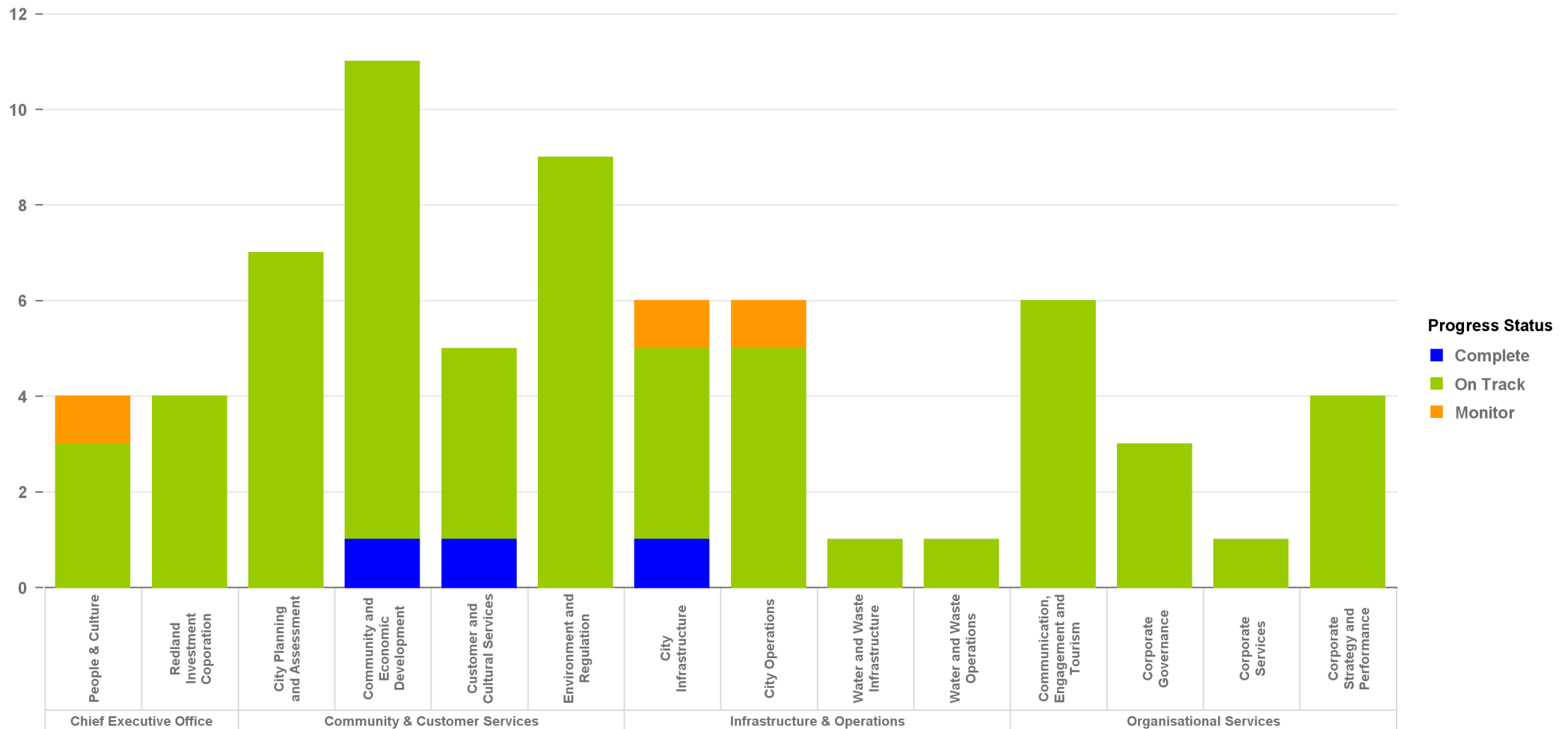
There are significant delays or budget issues and it is unlikely that the significant activity will be delivered.

## Cancelled

The significant activity has been cancelled.

# Organisational Performance – Quarter Summary

Department	Complete	On Track	Monitor	Total
Chief Executive Office	0	7	1	8
Community & Customer Services	2	30	0	32
Infrastructure & Operations	1	11	2	14
Organisational Services	0	14	0	14
<b>Total</b>	<b>3</b>	<b>62</b>	<b>3</b>	<b>68</b>

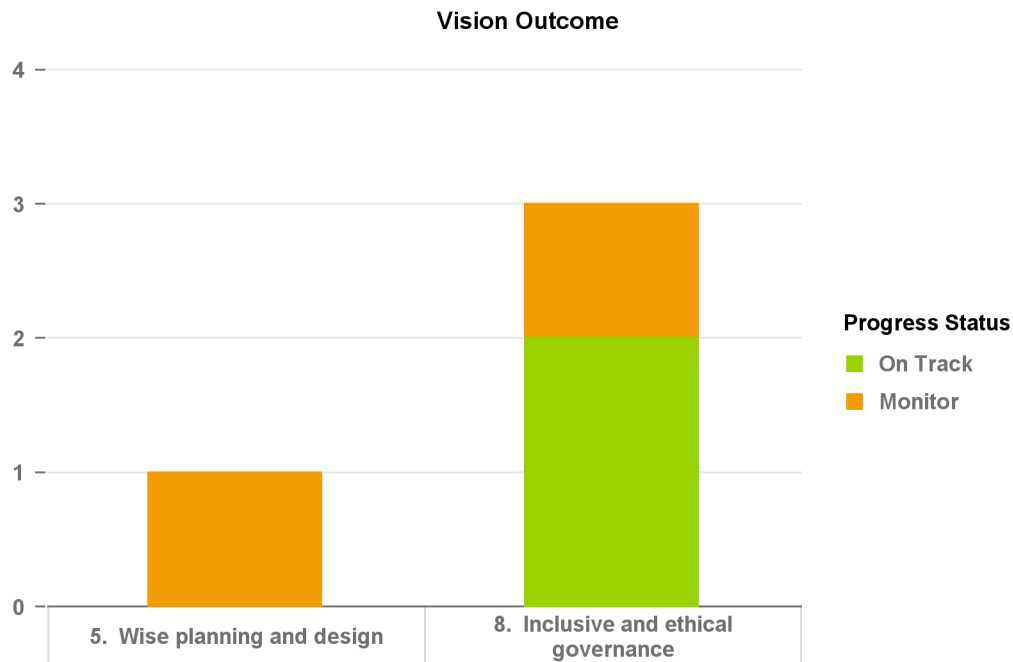




# Carried Forward – Quarter Summary

## 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	2	1	3
<b>Total</b>	<b>2</b>	<b>2</b>	<b>4</b>



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

# 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	Works have been undertaken across the mainland and Southern Moreton Bay Islands to restore native vegetation. Works included weed control, revegetation and fire management. Targeted works are now 75% complete.	
Plan and deliver conservation restoration activities.	1.1.2	Infrastructure & Operations	On Track	Conservation restoration activities were planned and implemented across the mainland and Southern Moreton Bay Islands. These activities included weed control and revegetation works. Once the initial works are completed they are maintained so that maintenance over time diminishes and work areas can be expanded. Targeted works are now 75% complete.	
Engage and deliver restoration through partnership with community and external groups.	1.1.3	Community & Customer Services	On Track	<p>Community bushcare groups planted 3,100 plants during this quarter in three separate planting events. One new application was received for the commencement of a bushcare group and two workshops were held; 'Coochie Bushtucker' and the 'Freshwater Fish' workshop. Both were very well attended and positive feedback was received.</p> <p>The Biosecurity Action plan meetings have been held monthly to implement and monitor actions via responsible business groups.</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>Council's Development Control Unit has two full time Erosion and Sediment Control (ESC) officers responding to customer service requests as well as undertaking proactive compliance on large scale development sites, working in conjunction with Council's Engineering Assessment officers and Development Control officers under the Major Development Audit Program.</p> <p>57 ESC customer requests have been actioned from January to March 2019.</p> <p>ESC officers conducted a total of 93 hours of proactive inspections of major developments through the reporting period, with seven prestart meetings attended.</p> <p>A review of Redlands' contribution to the Lower Brisbane - Redlands Coastal Catchment Action Plan 2018-2021 commenced for future planning purposes.</p>	
Continue implementing a program to plant one million native plants in the Redlands by 2026.	1.1.5	Infrastructure & Operations	On Track	A total of 74,227 native plants have been planted in 2018-2019 financial year. This brings the total as part of the 'One Million Native Plant Project' to 261,595. This project is now 26% complete.	

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 implementation of the Wildlife Connection Plan 2018 (WCP) has advanced with additional mapping available to assist in city-wide environmental planning, inclusive of verifying site visits of wildlife vehicle strike hotspots.</p> <p>Under the Koala Conservation Action Plan 2016-2021 (KCAP), further monitoring programs have been established to continue the baseline work undertaken on North Stradbroke Island and Ormiston. The scientific surveys commissioned in 2018 were finalised with the results informing prioritisation of the future focus of Council actions.</p> <p>The evaluation of all community engagement for campaigns was finalised with reports showing improved engagement across all areas targeting the implemented koala campaigns. The Koalas in Design Schools competition was launched in March.</p>	
Enhance community understanding of wildlife management issues.	1.2.2	Community & Customer Services	On Track	<p>Six animal training companies have implemented the 'Leave It' behaviour change practices for denning and wildlife aversion, with additional 'Leave it' campaign posters distributed on bus shelters and dog off leash areas. A further seven Redlands businesses have implemented the 'Leave It' training program this quarter, with planning for North Stradbroke Island engagement underway during March. Ten new private properties have signed up to participate in the Koala Conservation Action Plan 2016-2021 program, including Ormiston State School.</p>	
Achieve improved environmental outcomes through extension programs.	1.3.1	Community & Customer Services	On Track	<p>Workshops delivered this quarter for the environmental extension programs included the Ormiston Koala 'Pop Up' day. Dog walkers and community members were able to engage in discussion regarding mitigation measures for managing koala interaction within their neighbourhood. This involved discussion regarding driver behaviour, fencing and responsible pet ownership.</p> <p>A fire management planning workshop was held for private landholders to understand fire management principles on private property and develop/implement preventative measures.</p> <p>Over 400 private properties continue to participate in and benefit from the environmental partnership programs with over 2,500 plants distributed through these programs this quarter.</p>	
Enhance the visitor experience of Redland's natural assets.	1.4.1	Infrastructure & Operations	On Track	<p>Under the Enhance Visitor Experience project works are underway or complete. The 2018-2019 stage of aquatic safety signage on North Stradbroke Island has been completed and assets recorded. Fencing for Kidd Street conservation area to protect the environment was completed. Other minor works completed included the installation of canoe trail markers and platform seats. Data mapping of all Council tracks and trails is underway providing a much better base to plan asset renewal, upgrades and expansion.</p>	
Continue to improve the customer experience at IndigiScapes.	1.4.2	Community & Customer Services	On Track	<p>The IndigiScapes Centre was temporarily closed on 28 January 2019 to allow for the commencement of the IndigiScapes expansion project. The new IndigiScapes native nursery officially opened on 19 January 2019, ensuring community engagement continues, with the IndigiScapes gardens and tracks remaining open and accessible via the new nursery throughout construction.</p> <p>The environmental partnerships extension services continued to operate from the Capalaba Place (Library) building during the Indigiscapes Centre temporary closure.</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	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 continued to be used to assist planning and operational activities to further improve Council's energy efficiency. Council investigated whether additional buildings can support solar panel installation and other operational measures to decrease fuel and energy consumption. The installation of smart metering in the Council administration building commenced.	
Provide information to raise community awareness and education.	2.2.1	Community & Customer Services	On Track	The IndigiScapes Workshop and Event program review commenced with consideration of additional sustainable building programs and workshops.	
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 the draft Queensland Government Waste Management and Resource Recovery Strategy which was issued for public consultation on 14 February 2019. Programmed rehabilitation maintenance works continued on Birkdale transfer station to mitigate the risk of environmental harm with regular site inspections and environmental monitoring programs. Environmental monitoring infrastructure audits continued on all closed landfill sites to comply with site licence conditions. A risk analysis workshop continued on Judy Holt Park leachate management project to identify and mitigate possible risks that may arise from this project.	
Provide kerbside recycling bins and encourage the community to increase their recycling.	2.4.1	Infrastructure & Operations	On Track	Council's waste, recyclables and green waste collection contractor has collected 34,597 tonnes of waste, 8,425 tonnes of recycling, and 2,840 tonnes of green waste from Redlands Coast households to 31 March 2019. Additionally, Council's waste handling facilities received 11,661 tonnes of waste and 23,332 tonnes of recyclable or recoverable material. The overall resource recovery rate for the 2018-2019 financial year to date is 44.6% against a target of 45.8%.	
Manage planning for transport initiatives and services across the City.	2.5.1	Community & Customer Services	On Track	Community consultation on the Draft Redlands Coast Transport Strategy was completed. A large number of submissions were received from transport providers, industry bodies, state government agencies and the general community. Work has commenced on preparing a submission report for consideration by Council.	
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 worked with key stakeholders such as the Department of Transport and Main Roads, South East Queensland Council of Mayors and industry representatives to facilitate a trial of an autonomous vehicle to operate a transport service on a Southern Moreton Bay Island.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Expand the footpath and cycleway network.	2.5.3	Infrastructure & Operations	<b>Complete</b>	All footpaths in 2018-2019 financial year footpath program planned for construction have been completed to expand the overall network. The program included footpath links near schools and through parks within Redland City. The total footpath and cycleway network continues to expand each year providing a more extensive pedestrian network for residents of the Redlands.	

### 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's annual Ambient Water Quality program was completed at the end of March, with the information and data being reviewed and collated for annual reporting and partnership 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	Monitor	Education Queensland has an expectation that Council will negotiate with each school principal about making facilities available for community use. Officers held discussions with Education Queensland regarding the ongoing management and use of the Russell Island Pool.	
Continue to develop and implement the Redland City Council Coastal Adaptation Strategy.	3.3.1	Infrastructure & Operations	On Track	Phase 2 was completed and funding submission for phases 6-8 was approved by the Local Government Association of Queensland.	
Improve access provisions to Moreton Bay.	3.4.1	Infrastructure & Operations	On Track	Barge ramp renewal at Masters Avenue Victoria Point was completed.	
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	Community and Customer Services	On Track	<p>The Toondah Harbour Priority Development Area project progressed, with the federal government having issued draft guidelines for the Environmental Impact Statement phase for community feedback. Redland Investment Corporation (RIC) continued to work closely with Walker Group, in coordination with Economic Development Queensland to progress the project.</p> <p>Stage one of the Weinam Creek Priority Development Area project, comprising of car parking and a residential component on the Moores farm site, is in the final stages of planning and design. RIC has been appointed to complete stage one and has 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 Yoolooburrabee Aboriginal Corporation (QYAC).	4.1.1	People & Culture	Monitor	During this quarter, 60 employees attended the Quandamooka Cultural Awareness day at North Stradbroke Island. The Quandamooka Yoolooburrabee Aboriginal Corporation Cultural Heritage training continued to be promoted internally to staff. People and Culture commenced representation on Council's Reconciliation Action Plan Working Group. Council continued internal discussions relating to the Indigenous Employment and Training Strategy.	
Promote awareness and understanding of Quandamooka culture.	4.2.1	Organisational Services	On Track	Council provided social media promotion of International Mother Language Day and Quandamooka woman Sandra Delaney's Jandai language presentation at Redland Libraries, Victoria Point.  The Redland Art Gallery exhibition of art by Aboriginal artists, 'Seeing Country', and solo exhibition by Quandamooka artist Libby Harward, 'Already Occupied', were featured as a story in 'Our Redlands Coast' magazine. Council provides Acknowledgment of Country and Elders in speeches. Acknowledgement of Traditional Owners is included in weekly print advertising in Redland City Bulletin. Each page of Council's website acknowledges Traditional Owners.	
Promote traditional knowledge.	4.2.2	Organisational Services	On Track	Council continues to acknowledge the Quandamooka People at the commencement of Council meetings and significant events and invite Quandamooka People to significant events. Council has continued recognition of Quandamooka People with Aunty Joan Hendriks presenting the Welcome to Country at the Citizenship Ceremony on 26 January and 18 March 2019. Joshua Walker received the Reconciliation Award and was also a finalist in the Cultural Award category at the Redlands Coast Australia Day Awards function on 22 January 2019. Uncle Bob conducted the Welcome to Country at the Creative Arts 2019 Program launch and Quandamooka artist Delvene Cockatoo-Collins created artwork for table pieces at this event. Council continues to fly the Aboriginal flag at the Cleveland Administration Building and the Council South Street Depot site.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Maintain and further develop partnerships with the Quandamooka People.	4.2.3	Community & Customer Services	On Track	<p>In January 2019, Redland Art Gallery (RAG) received notification that the Arts Queensland grant application for \$24,460 for the 'Seeing Country' project was successful. Curated by Council officer Freja Carmichael, a talented Quandamooka curator in her own right, 'Seeing Country' will include works from the RAG collection and loaned works. The initiative will celebrate intrinsic relationships to the land and waters through contemporary Aboriginal artistic practices, conversations and workshops.</p> <p>Uncle Bob Anderson conducted the Welcome to Country at the Creative Arts 2019 program launch on 20 February 2019 at Redlands Performing Arts Centre. Quandamooka People were invited to this launch and Quandamooka artist Delvene Cockatoo-Collins created artwork for table pieces for the evening.</p> <p>A RAG Exhibition and Acquisition Advisory Panel meeting was held. RAG staff commenced working with Quandamooka artist Libby Harward on her upcoming exhibition 'Already Occupied'.</p>	
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. A Business Day meeting will be held on 1 May 2019. The ILUA Consultative Committee Meeting is scheduled for 13 June 2019.	
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. Quandamooka Yoolooburrabee Aboriginal Corporation, who Council contracted to design and install entry statements, commenced work on engaging Quandamooka artists to carry out the design of the entry statements taking into account community engagement feedback on potential designs collected by Council in September 2018.	
Promote Quandamooka tourism initiatives.	4.4.2	Organisational Services	On Track	<p>Quandamooka cultural tourism ambassador, story-teller and dancer Joshua Walker received the Reconciliation Award and was also a finalist in the Cultural Award category at Council's Australia Day Awards function held on Tuesday 22 January 2019.</p> <p>Council approved sponsorship for the Quandamooka Festival and Council is working with the festival organisers to provide community event support and promotion in the lead up to the event to be held from June until August 2019.</p> <p>Council invited Quandamooka event organisers to the Event Management Masterclass held at Sirromet Winery on Thursday 22 February 2019. The event was attended by representatives from Quandamooka Yoolooburrabee Aboriginal Corporation, Yulu-Burri-Ba Aboriginal Corporation for Community Health, North Stradbroke Island Aboriginal and Islanders Housing Co-operative Society Ltd, Minjerriabah Moorgumpin Elders-In-Council Aboriginal Corporation and the Goompi National Aborigines and Islanders Day Observance Committee.</p> <p>Council held its Tourism Subcommittee meeting on North Stradbroke Island (Minjerriabah) on Wednesday 27 March 2019 and visited key tourism locations. Quandamooka Festival presented an update on the program and representatives from Queensland Government's Tourism Industry Development and the Commonwealth Games provided an update about key tourism projects on North Stradbroke Island (Minjerriabah).</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	Since the commencement of the City Plan on 8 October 2018 Council has continued to progress a number of amendments. These include a proposed major general amendment package commenced by Council on 10 October 2018, a major amendment (heritage schedule) commenced by Council on 23 January 2019 and a major amendment (environment) commenced by Council on 20 February 2019. All of these amendments 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.	
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	Infrastructure charges notices were issued with development approvals to secure infrastructure contributions are provided by developers.	 
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>Work continued on the scoping for an investment attraction plan, which incorporated consideration of preliminary steps that could be taken to enhance place making and centre improvement.</p> <p>Local Area Transport Plans are identified as a priority in the Draft Redlands Coast Transport Strategy. A short-term action plan is being developed for Cleveland centre that aims to improve its walkability and connectivity. The plan outlines a suite of low cost actions that will initiate a soft transition to improve the pedestrian area for Cleveland.</p> <p>The draft Redlands Health and Wellness Precinct Master Plan project consultants presented the Stage 3 Conceptual Land Use Plan and Strategy to key stakeholders for feedback.</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	Council continued to progress the finalisation of a structure plan for land to the west of Victoria Point included in the emerging community zone. The proposed structure plan and consequential amendment will remain confidential until such time as approved by the planning minister for public consultation. The timing of a proposed planning investigation over the Southern Thornlands area, identified in the South East Queensland Regional Plan as a Potential Future Growth Area, has been adjusted to allow for consideration of the outcomes of the Rural Enterprise Industry Sector strategy and action plan being developed by the Community and Economic Development Group.	

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	On Track	Council at its General Meeting on 23 January 2019 resolved to commence a major amendment to City Plan addressing heritage protection in the city. The proposed amendment is currently undergoing state interest review. The proposed major amendment will remain confidential until such time as the planning minister confirms it may proceed to public consultation.	 
Develop master plan for Redland Aquatic Redevelopment.	5.2.4	Infrastructure & Operations	Monitor	Council resolved to progress land exchange with state government and enable realisation of a partnership agreement with Surf Life Saving Queensland.	
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 work program this quarter focused on review and update of systems to accurately calculate legislative target dates automatically.	
Contribute to establishing a South East Queensland City Deal.	5.4.1	Community & Customer Services	Complete	TransformingSEQ, the joint pitch by the Queensland Government and the Council of Mayors (SEQ) to the Commonwealth Government for an SEQ City Deal, was released on 12 February 2019.	

## 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 (Minjerrabah).









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

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

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

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	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	Council continued to complete actions of the Tourism Strategy and Action Plan 2015-2020 including the ongoing development of the new Redlands Coast Visitor Information Guide and the design and fit out of the new Visitor Information Centre. Council provided input into the visitor economy 2031 project workshop developed through Brisbane Marketing and Brisbane City Council. Council met with 150 Brisbane Airport ambassadors that provide visitor information services at the domestic and international airport and presented an overview about the destination experiences and the Redlands Coast brand. Council held two tourism subcommittee meetings on Wednesday 6 February 2019 at Sirromet Winery and Wednesday 27 March 2019 at North Stradbroke Island (Minjerrabah). Council continued to partner with channel seven lifestyle series to film and showcase six local tourism experiences across Redlands Coast. Council partnered with BayFM and local tourism operators to provide on-air competitions aimed at promoting Redlands Coast. This included a photographic competition and an ongoing travel and tourism segment known as the armchair traveller. Council assisted Queensland Tourism Industry to provide a digital ready program on Monday 18 February 2019 focused on building the capability of the local tourism industry in effectively utilising social media platforms such as Facebook and Instagram to promote their business and the Redlands Coast destination.	
Contribute to potential development of a Smart and Connected Cities Framework.	6.1.2	Community & Customer Services	On Track	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).  Ongoing support was provided to StartUp Redlands and Redlands Angels at pitch nights, and workshops for residents and businesses with a focus on innovation, Senior Start Ups and professional development for teachers.  Planning commenced for the upcoming Young Entrepreneur Summit and the development of a Smart City Strategy.	

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	Council continued to complete actions of the Redland City Events Strategy and Action Plan 2017- 2022 including the planning and development of an online events portal, and the successful delivery of an event management masterclass held on Thursday 21 March 2019 which was attended by more than 40 local event organisers. Council facilitated the delivery of more than 10 community events attended by approximately 49,500 people. Events included Queensland Triathlon series, Redland Bayside Blues Festival and Australia Day celebrations across Redlands Coast. Council delivered six Council-run events attended by approximately 600 people including Redlands Coast Australia Day Awards, two citizenship ceremonies, Australia Day Honour's Function and the Coochiemudlo Island War Memorial Reflection Space Opening.	
Deliver events, activities and workshops that contribute to bringing economic and social benefits to the community.	6.2.2	Community & Customer Services	On Track	Event planning commenced for Youth Week, the Redlands Coast Amazing Race, the second Education Roundtable and for Seniors Week celebrations.	
Contribute to economic and social impacts across the City.	6.2.3	Community & Customer Services	On Track	27,000 people visited the Redland Performing Arts Centre in Cleveland and the Redland Art Gallery in Cleveland and Capalaba this quarter.  A comprehensive program of professional and community performances, exhibitions, workshops, community events, rehearsals and training sessions was delivered during the quarter.  The Wellington Point Public Art project was completed with the installation of the artwork DRIFT - Sand, Sea and Sky by Braham Stevens - a sculptural installation of three elements that showcases the diverse marine ecology and bay environment of Wellington Point. Modelled on the dynamic and captivating eagle rays that gracefully drift through the emerald Moreton Bay waters between Wellington Point and North Stradbroke Island, the individual sculptures also feature striking patterns found in the sand, sea and sky around Wellington Point.	
Deliver a destination brand for Redland City.	6.2.4	Organisational Services	On Track	The roll out of the brand continued through the new tourism website, social media and partnerships with local social media influencers resulting in more than 55,000 followers seeing Redlands Coast instastories. A Redlands Coast promotional video was translated into traditional Chinese. More than 95 local businesses signed up to be part of the new Redlands Coast Visitor Information Guide that Council is producing and will be stocked by Visitor Information Centres across Queensland.	
Coordination of Council's involvement in the North Stradbroke Island Economic Transition Strategy.	6.3.1	Community & Customer Services	On Track	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 February 2019. Council continues to attend NSIETS Implementation Committee meetings, which are now bi-monthly.	
Identify and develop strategic opportunities for Redland City Council land holdings.	6.4.1	Organisational Services	On Track	Redland Investment Corporation (RIC) has partnered with RCC to engage a development partner to revitalise the Capalaba Business Centre. An expression of interest campaign was launched in December 2018 inviting submissions from interested development parties to partner with Council to deliver an exciting, innovative and landmark development to support the revitalisation of Capalaba. The Capalaba Town Centre Revitalisation Project provides the opportunity to deliver a world class active urban heart for Capalaba.  The next step is for the project to progress to the Request for Detailed Proposal phase, inviting proponents to provide a detailed project proposal to Council and RIC for consideration.	

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 third quarter meeting occurred through a Flying Minute. Board feedback from the Flying Minute will be tabled via a report to Council. Board members provided input to the development of the draft Rural Enterprises Industry Sector Plan through a facilitated workshop during the first round of stakeholder consultation.	
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 actions for 2018-2019 continued, with planning for the second Education Roundtable underway. Health Care and Social Assistance Industry Sector Plan 2018-2023 actions for 2018/19 continue to be implemented, with stage 3 concept plan findings and a recommended delivery pathway for a Redlands Health and Wellness Precinct Masterplan project presented to key stakeholders for consideration and feedback. Work continued on development of a draft Rural Enterprises Industry Sector Plan, with the draft plan to be validated and verified with stakeholders. Work continued on the development of an investment attraction plan.	 
Facilitate the development of the Toondah Harbour PDA in partnership with Economic Development Queensland.	6.6.1	Community and Customer Services	On Track	Toondah Harbour Priority Development Area project progressed to Environmental Impact Statement (EIS) phase. Redland Investment Corporation and Walker Group, in consultation with Economic Development Queensland continued to work closely with the state and federal governments during the EIS process.	 
Facilitate the development of the Weinam Creek PDA in partnership with Economic Development Queensland.	6.6.2	Community and Customer Services	On Track	Redland Investment Corporation continued to work 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.  A development application for nine house lots fronting Moores Road, was subject to a public submission process. The community was invited to provide feedback regarding the application during 11 January to 11 February 2019.	 
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	Council supported the delivery of more than 10 community events attended by approximately 49,500 people this quarter. Events included Queensland Triathlon series, Redland Bayside Blues Festival and Australia Day celebrations across Redlands Coast. Council delivered six Council run events attended by approximately 600 people and included Australia Day Awards, two citizenship ceremonies, Australia Day Honour's Function and the Coochiemudlo Island War Memorial Reflection Space Opening.	
Plan, provide and advocate for essential social infrastructure for community activities.	7.2.1	Community & Customer Services	On Track	<p>Work commenced on drafting the Age Friendly Cities Strategy. The Community Hub concept has been placed on hold pending the outcome of the Redlands Social Infrastructure Strategy 2009 midterm review.</p> <p>Council is working to fill a gap in the services available to people who are experiencing homelessness through advocacy and improved coordination of services. Work has been undertaken on drafting a homelessness policy, which outlines Council's commitment to, and role in, responding to homelessness in the city.</p> <p>Council investigated the viability of establishing a Centre of Excellence in Education for the Ageing in Redland City to provide a range of lifelong learning and education opportunities for an ageing population. The Centre is identified as an opportunity for the city in both the Education and Training Industry Sector Plan 2018-2023 and the Health Care and Social Assistance Industry Sector Plan 2018-2023.</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	Complete	Redland libraries successfully implemented radio frequency identification (RFID) technology across all of its libraries. This involved tagging every item and adding self-service check in and check out equipment. During March, the Cleveland, Capalaba and Victoria Point libraries were closed for one week each to allow for the installation of RFID equipment, make necessary adjustments to layouts and enable staff to be trained in the new system. The new system provides a user friendly customer experience, reduced manual handling for staff and has created additional space for clients within each library. The team continued to support clients to use the new system and is continuing to review processes.	
Plan for effective sport and recreation at Heinemann Road, Redland Bay.	7.2.3	Infrastructure & Operations	On Track	Completed a range of project documentation including project mandate, governance terms of reference, corporate risk register, drafted communication and stakeholder engagement plans, and drafted project management plan. The master plan study procurement and evaluation process commenced with a contract commencement date of 19 April 2019. Completion is due early December 2019. The master plan study includes an analysis to determine the end users, uses and required infrastructure.	

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	Officers have reviewed the land owners consent, and sports field lighting processes. This provides clarity to sport and recreation clubs when undertaking works or projects on Council facilities.	
Encourage community use and participation.	7.2.5	Infrastructure & Operations	On Track	Between January and March, the Redlands Active and Healthy Program increased to 27 programs while maintaining an average participation rate of eight people per session. Council partnered with local health and fitness providers to deliver low cost activities to over 1,970 attendees. The number of attendees was slightly down from the corresponding term last year, when state funding for marketing and advertising was provided.	
Deliver Council's Grants and Sponsorship Program.	7.3.1	Community & Customer Services	On Track	<p>Round 2 of the 2018-2019 Community Grants Program closed for applications. Council received:</p> <ul style="list-style-type: none"> <li>- 15 organisation support applications requesting a total of \$36,090</li> <li>- five project support applications requesting a total of \$45,692</li> <li>- five conservation grant applications requesting a total of \$35,936.</li> </ul> <p>The assessment process commenced.</p> <p>Round 2 of the 2018-2019 Sponsorship Program closed for application. Council received 19 applications requesting a total of \$234,688. The assessment process 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	Redland libraries continue to deliver a wide range of programs and events to encourage reading and all forms of literacy. The adult literacy program, launched in September 2018, continued to develop with 12 additional volunteer tutors completing training in this quarter. Currently 29 adult learners are engaging in the program. First 5 Forever, a program to support early literacy for children aged 0-5 years, continued to be delivered across Redlands as well as other children's programs to encourage literacy. During the quarter, there were 99 events for children and young people which attracted 6,048 participants. Redland libraries delivered three author in action events attracting 128 attendees. Redland libraries and State Library of Queensland have been developing a new program called 'Deadly Digital' which aims to support digital literacy skills for Aboriginal and Torres Strait Islander residents. Delivery on North Stradbroke Island commenced with 29 participants in workshops and one to one sessions. Home deliveries have delivered to 664 nursing homes and housebound clients during this quarter.	
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 delivered a recommendations report following 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 six separate community engagement events in collaboration with the member agencies of the Local Disaster Management Group. The community engagements included information displays at libraries around the city, meetings with the Community Champions network and the Police Citizen Youth Club, Anzac Day preparations and the recruitment and training of new members of the Community Champions. Interstate partnerships with other Councils were strengthened during January when three Council officers and four Community Champions were deployed to North Queensland to assist with the response and recovery from Tropical Cyclone Owen and the monsoon system that inundated much of North Queensland.	

## 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 disaster recovery site.	8.1.2	Organisational Services	On Track	The Information Management Team has now completed the technical components of the Disaster Recovery Suite. The next phase is to complete environmental and building works which is now underway. Once complete, Council will have an enterprise class disaster recovery capability for all of our information and communication technology.	
Transform Council's systems and processes. (Carried forward 2017-2018)	8.1.3	Organisational Services	Monitor	<p>As part of the Information Management ongoing program of works, the transformation of systems and processes to simplify and modernise our technology is ongoing.</p> <p>Currently People and Culture and Information Management are delivering a new Human Resource Information System to modernise the way Council manages Human Resources. This project will deliver a modern, feature rich system with mobility to staff and managers.</p> <p>In collaboration with Financial Services, Information Management is also leading the implementation of a new Asset Management system to provide end to end management and maintenance of Council assets and infrastructure. Again, this project will deliver best practice asset management and mobility to both the indoor and outdoor workforce.</p>	
Improve whole of Council asset management.	8.2.1	Organisational Services	On Track	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. 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. Council is currently in the process of prioritising the 2019-2020 Capital Portfolio in preparation for budget adoption, ensuring the capital portfolio enables Council to continue to provide the level of reliable services and support ongoing growth in the region.	
Improve strategic alignment.	8.3.1	Organisational Services	On Track	Council commenced drafting a strategic service planning framework that will align our service planning and delivery to our strategic drivers and objectives. The integration of strategic analysis in the development of the operational program of works continued to enhance Council's strategic alignment. The Integrated Planning Framework continued to be implemented with the launch of the Strategic Planning Guideline.	



Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Prioritise Council's portfolio of projects.	8.3.2	Organisational Services	On Track	Prioritising Council's portfolio of projects (which includes open space, roads, marine, pathways, water, wastewater, waste, buildings, and other endorsed projects) is progressing well according to plan.	
Improve alignment between individual and Council performance.	8.3.3	People & Culture	On Track	MyGoals and performance agreement mid-cycle conversations were promoted internally to all employees to track progress on 2018-2019 goals and if required, write plans for achieving end of year goals.	
Continue to build change management capability.	8.4.1	People & Culture	On Track	The change management portfolio, while continuing to expand has been working in partnership with the Portfolio Management Unit and Risk and Liability Services to deliver training on change management to the primary project manager group within Council.	
Drive improvements in efficiency and effectiveness.	8.4.2	Organisational Services	On Track	The business transformation program has continued with refinements to the business transformation toolkit and additional training to boost innovative thinking for business improvement. Five design thinking workshops were delivered across the organisation, promoting innovative culture and process improvement, reaching over 85 attendees. The process for reporting benefits has been implemented via both monthly organisational scorecard reporting and quarterly reporting to the Chief Executive Officer.	
Align the organisation to meet changing operational requirements. (Carried forward 2017-2018)	8.4.3	People & Culture	On Track	To support employees with changing operational requirements, Council offered employees with targeted workplace innovation and change management training courses as part of its corporate development LEAP program. Mid-cycle MyGoals performance reviews provided the opportunity for individual goals to be aligned to corporate goals.	
Improve organisational performance through employee feedback. (Carried forward 2017-2018)	8.4.4	People & Culture	On Track	Groups continued to action items identified in their 2018 MySay Action Plans. The 2019 MySay survey was drafted with new items developed tapping into innovation, cultural awareness and safety climate topics.	
Conduct community engagement on a diverse range of issues.	8.5.1	Organisational Services	On Track	Community consultation activities utilised a range of methods including information rich 'Talk to a Planner' activities, user intercept surveys, and digital tools (including Council's YourSay platform and social media).	