

13.3 OPERATIONAL PLAN QUARTERLY PERFORMANCE REPORT JUNE 2019**Objective Reference:** A4057669**Authorising Officer:** John Oberhardt, General Manager Organisational Services**Responsible Officer:** Vivek Vivekanandam, Group Manager Corporate Strategy and Performance**Report Author:** Lorraine Lee, Senior Adviser Corporate Planning and Performance**Attachments:** 1. [Operational Plan Quarterly Performance Report June 2019](#) **PURPOSE**

This report provides an update on the overall progress of the Operational Plan 2018-2019 for the year, including progress in the fourth quarter from 1 April to 30 June 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 Operational Plan 2018-2019 defines 70 significant activities that Council planned to undertake during the year. All 70 activities were completed in 2018-2019. As shown in Table 1, of the 70 planned activities two were completed in quarter two, a further three activities were completed in quarter three, and the remaining 65 activities were completed in quarter four.

The attached Operational Plan Quarterly Performance Report June 2019 provides a status update and comment summarising overall progress for each of the 65 significant activities completed in quarter four. The information in the attached report has been provided by the responsible departments for each significant activity.

Table 1. Progress of significant activities in Operational Plan 2018-2019

Completed in	Vision outcome	Significant activity	Last progress comment
<i>Quarter Two</i> 1 October to 31 December 2018	Quandamooka Country	Implement culturally appropriate protocols.	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.
	Inclusive and ethical governance	Transition hardware to a new data centre.	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. Using a state of the art integrated modular design and architecture, Council was able to retire ageing 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.
<i>Quarter Three</i> 1 January to 31 March 2019	Green living	Expand the footpath and cycleway network.	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 in Redlands.
	Wise planning and design	Contribute to establishing a South East Queensland City Deal.	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.
	Strong and connected communities	Develop innovative and accessible library services as part of the implementation of the Library Services Strategy 2017-2022.	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.
<i>Quarter Four</i> 1 April to 30 June 2019	All	65 activities - see attached Operational Plan Quarterly Performance Report June 2019 for details	

Ten significant activities were carried forward from the 2017-2018 Operational Plan. Six of these activities were incorporated directly into the Operational Plan 2018-2019. The remaining four were listed as significant activities in the Operational Plan 2018-2019 and were monitored through the Operational Plan Quarterly Performance Report.

Table 2 – Carried forward activities in the Operational Plan 2018-2019

Status of significant activities carried forward from the Operational Plan 2018-2019	
Monitor	1
Complete	3
Total	4

The carried forward activity being monitored is:

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

SUMMARY

A more detailed summary of the progress of each significant activity for quarter four is outlined in the attached Operational Plan Quarterly Performance Report June 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.

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 key outcomes in the Corporate Plan 2018-2023. As such, it is a key planning document and consistent with both the Corporate Plan 2018-2023 and the Redlands 2030 Community Plan.

CONSULTATION

Consulted	Date	Comments
Office of CEO: Head of People and Culture	July 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	July 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 Services	July 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2018-2019.
Infrastructure and Operations: General Manager Infrastructure and Operations	July 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 (RIC) Chief Executive Officer - RIC Communications Specialist - RIC	July 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 June 2019.

Option Two

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

OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2019/311

Moved by: Cr Paul Bishop
Seconded by: Cr Peter Mitchell

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

CARRIED 11/0

Crs Karen Williams, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Mark Edwards, Julie Talty, Murray Elliott, Tracey Huges, Paul Gleeson and Paul Bishop voted FOR the motion.



Operational Plan 2018 - 2019

April to June 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.

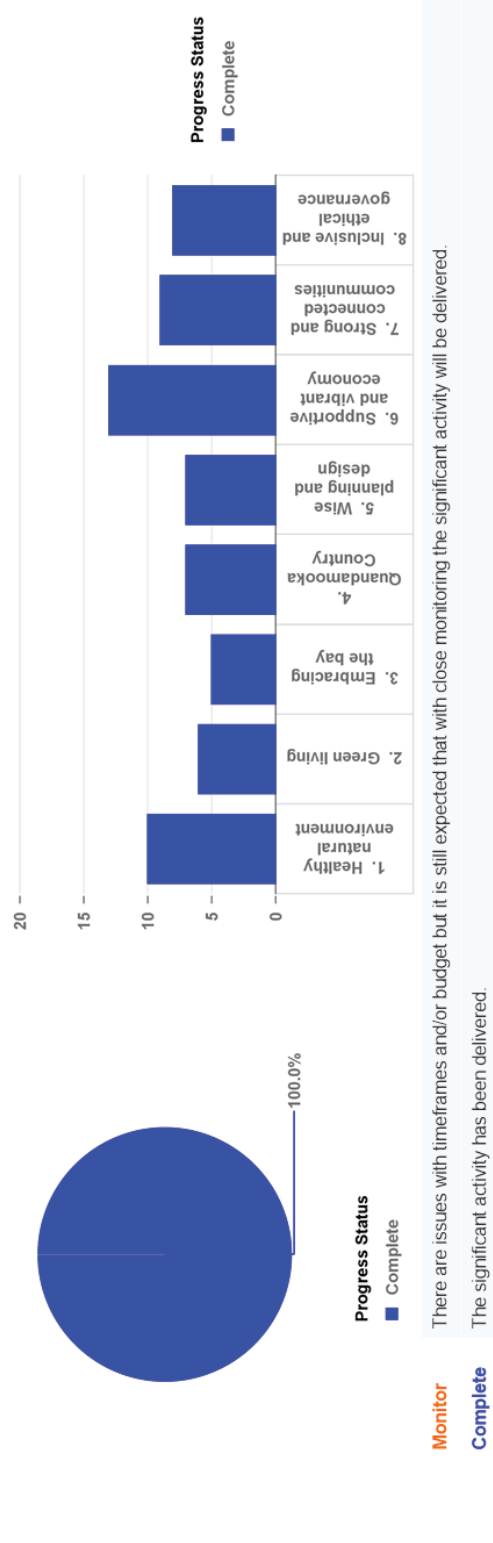
The strategic priorities guide prioritisation and investment in transformational initiatives and actions over the Council’s four year term alongside the commitments in our Corporate Plan and other responsibilities to the community. The priorities also ensure there is clear alignment with the goals and 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.

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

Vision Outcome – Quarter Summary

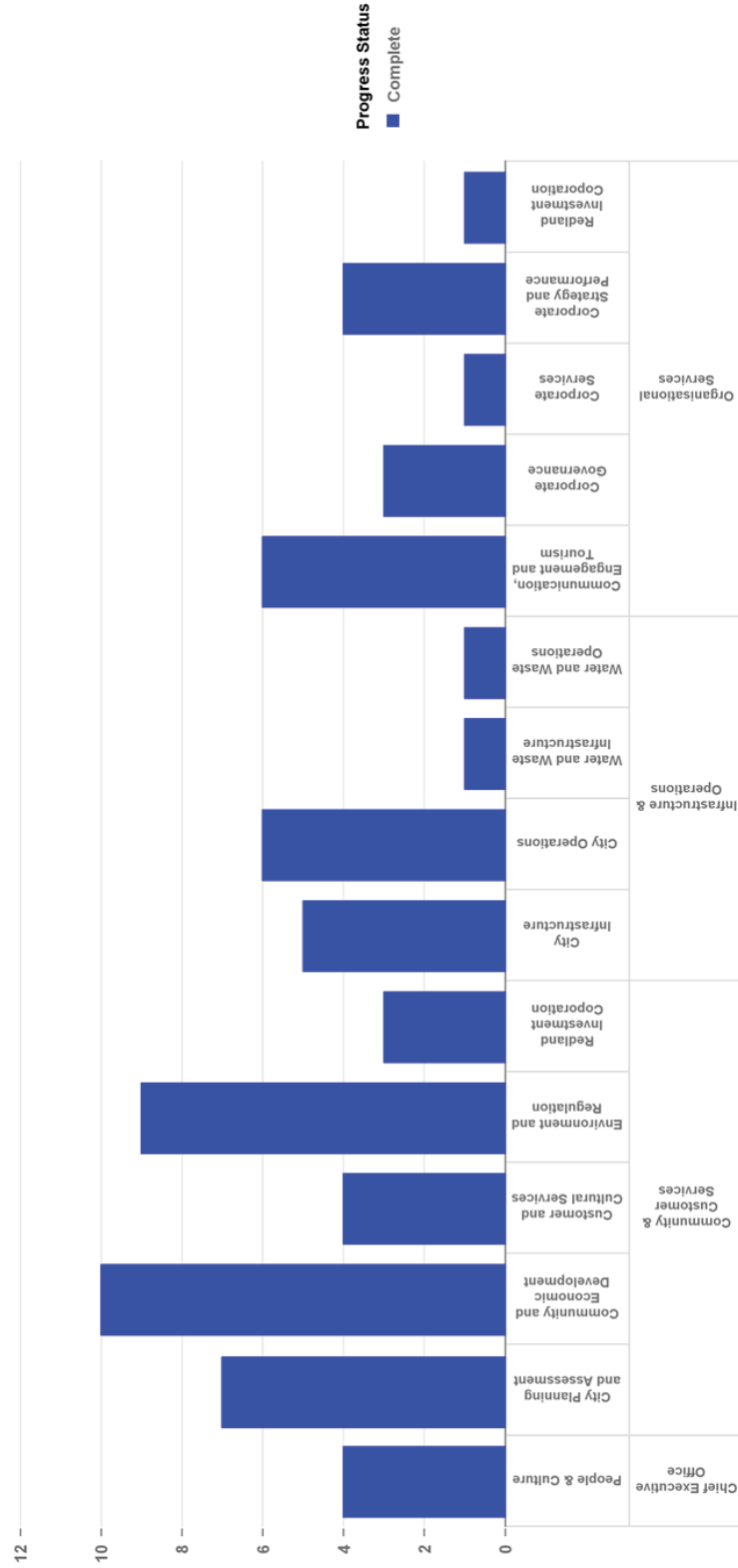
Vision Outcome	Complete	Total
1 Healthy natural environment	10	10
2 Green living	6	6
3 Embracing the bay	5	5
4 Quandamooka Country	7	7
5 Wise planning and design	7	7
6 Supportive and vibrant economy	13	13
7 Strong and connected communities	9	9
8 Inclusive and ethical governance	8	8
Total	65	65



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Organisational Performance – Quarter Summary

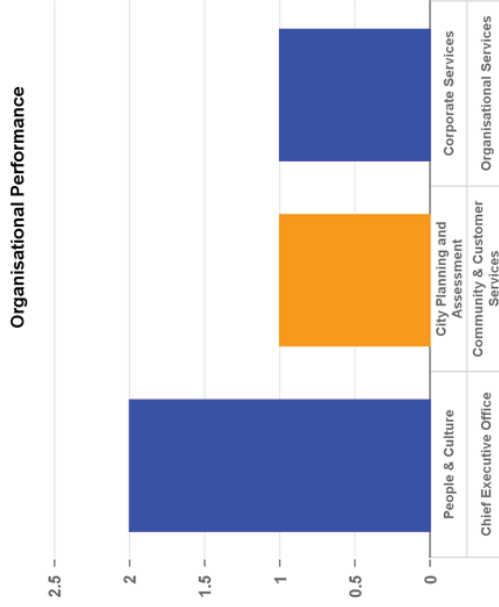
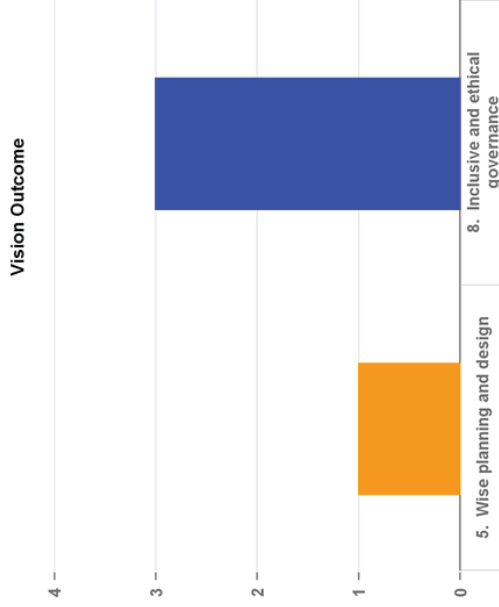
Department	Complete	Total
Chief Executive Office	4	4
Community & Customer Services	33	33
Infrastructure & Operations	13	13
Organisational Services	15	15
Total	65	65



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

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



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

Complete The significant activity has been delivered.

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1. Healthy natural environment

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	Complete	Works were completed across the mainland and Southern Moreton Bay Islands to restore native vegetation. Works included weed control, revegetation, fire management and erosion control.	
Plan and deliver conservation restoration activities.	1.1.2	Infrastructure & Operations	Complete	Works were completed across priority catchment areas on the Southern Moreton Bay Islands and mainland including Hilliards Coonwypin and Eprapah to restore native vegetation. Works included targeted weed control and revegetation works where required.	
Engage and deliver restoration through partnership with community and external groups.	1.1.3	Community & Customer Services	Complete	The Community Bushcare team worked with bushcare volunteers to plant over 10,000 plants across the city. An additional two new groups were established at Thornlands and Victoria Point. Continued implementation of the Biosecurity Plan actions and performance tracking commenced after adoption of the plan in December 2018.	
Implement programs to monitor sediments and nutrients and enforce the requirements of the Environmental Protection Act 1994.	1.1.4	Community & Customer Services	Complete	Council has dedicated Erosion and Sediment Control officers who operate on both a reactive and proactive basis to manage development sites and respond to all customer service requests for erosion and sediment control. 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 used for strategic and operational decisions to assist and guide Council's stewardship of local creeks and Moreton Bay. Council continued to work with the construction industry to minimise the release of sediment through both compliance action and education. A total of 132 customer requests were received with over 1,000 inspections of development sites.	
Continue implementing a program to plant one million native plants in the Redlands by 2026.	1.1.5	Infrastructure & Operations	Complete	The One Million Plant project for 2018-2019 has resulted in 94,359 plants being planted across the city by Council and Community Bushcare.	
Implement the Natural Environment Policy.	1.2.1	Community & Customer Services	Complete	Implementation of the Wildlife Connection Plan 2018 has advanced with additional mapping available to assist in city-wide environmental planning of future revegetation works, community plantings, and renewed or planned infrastructure. Under the Koala Conservation Action Plan 2016-2021, monitoring programs have been established to continue the baseline work undertaken on North Stradbroke Island and in Ormiston. The final scientific survey reports provide direction for the next financial year and focus for implementation. Community engagement campaigns commenced, targeting demographics identified as requiring continued focus. The 'Koalas in Design' school competition progressed with five Redlands schools participating.	

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Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Enhance community understanding of wildlife management issues.	1.2.2	Community & Customer Services	Complete	Six dog training companies participated in and continued to implement the 'Leave It' practices for denning and wildlife aversion. 'Leave It' posters were distributed on bus shelters and in dog off-leash parks, to further promote the program. Planning for the North Stradbroke island program included seminars and community engagement activities which were delivered in March and April 2019. Over 5,000 calls were received by the Redlands Wildlife Rescue Service, with approximately 8,000 volunteer hours generously donated to the Redlands Wildlife Ambulance and Redlands Wildlife Call Network. The North Stradbroke Island annual koala count was undertaken with approximately 63 koalas sighted in one day. The Koala Safe Neighbourhood Community event was attended by approximately 100 people who met with researchers and koala detection dogs.	
Achieve improved environmental outcomes through extension programs.	1.3.1	Community & Customer Services	Complete	Approximately 500 participants have been enrolled in environmental extension programs (including Land for Wildlife, Your Backyard Garden, Waterway Extensions and Koala Conservation Agreement). Over 12,000 plants were planted during the year. Although the IndigiScapes Centre remains closed for the duration of the expansion project, the opening of the IndigiScapes Native Nursery in January ensured that Council was able to continue to deliver environmental workshops including Fire Management, Native Bees, Native Botanical Artwork and Plant Identification, Floating Wetland Construction and Wildlife in your Backyard.	
Enhance the visitor experience of Redland's natural assets.	1.4.1	Infrastructure & Operations	Complete	Council invested approximately \$132,000 in 2018-2019 to enhance the visitor experience of the Redlands Coast via improvements to facilities and trails. These improvements included the installation of aquatic safety signage on North Stradbroke Island, protection of key conservation areas through fencing, and the installation of several canoe trail markers along our foreshore. Council adopted the Enhancing Visitor Experience Program, guiding future opportunities to improve multiple user experiences.	
Continue to improve the customer experience at IndigiScapes.	1.4.2	Community & Customer Services	Complete	The IndigiScapes Centre Expansion project continued with major construction underway. While the centre is closed external bushland maintenance, weed management works and improvement to the gardens continued.	


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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	Complete	The Carbon Energy Monitoring Dashboard continued to be implemented across Council's business units. Monitoring of Council's large, small and remote sites continued enabling consideration of energy consumption and reduction methods. A consultant review was completed to review fuel and energy consumption reduction opportunities at large sites.	
Provide information to raise community awareness and education.	2.2.1	Community & Customer Services	Complete	Green living via sustainable building design was included in the IndigoScapes event/workshop/campaign program.	
Plan and deliver waste management services to meet current and future needs of the City.	2.3.1	Infrastructure & Operations	Complete	Council participated in working groups to identify operational requirements in preparation for the introduction of a new waste disposal levy. Communication about the levy was published on Council's website. Council resolved to participate in a regional Expression of Interest (EOI) process for new waste and resource recovery services as part of identifying future opportunities to align with new direction from the Queensland Government. Progress was made in scoping the requirements for a new interim waste disposal plan until the EOI outcomes are known. Council continued to plan its services and identify regional collaboration initiatives by participating in working groups with key partners across South East Queensland and the Local Government Association of Queensland. Various environmental monitoring, leachate collection and site maintenance works were undertaken across 11 closed landfill sites to comply with environmental and safety compliance requirements. Specific risk assessments were undertaken where necessary to assist in improving the sites.	
Provide kerbside recycling bins and encourage the community to increase their recycling.	2.4.1	Infrastructure & Operations	Complete	In 2018-2019 Council managed a total of 108,941 tonnes of waste and recyclable material. Of this total, 45.2% was recovered for recycling or reuse. Total household waste sent to landfill decreased by 2,508 tonnes from 2017-2018. Individual waste to landfill decreased from 377kg per capita in 2017-2018 to 355kg per capita in 2018-2019. This trend continued across all waste streams. Council expanded the kerbside green waste collection service by an additional 2,401 services resulting in 23% of eligible properties participating in the service.	
Manage planning for transport initiatives and services across the City.	2.5.1	Community & Customer Services	Complete	The Draft Redlands Coast Transport Strategy has been prepared and is in the final stages of review. Council endorsed the Cleveland Centre Traffic and Transport Action Plan.	

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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	Complete	Council secured a permit to operate an extended trial of an autonomous vehicle on a Southern Moreton Bay Island. Engagement with the local community and other key stakeholders commenced.	

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	Complete	Council continued to partner with Healthy Land and Water for the annual Water Quality Monitoring Program and supported the Lower Brisbane and Redlands Catchment Action Plan 2018-2021 in partnership with Brisbane City Council and the Resilient Rivers program. The Internal Redland City Council Ambient Water Quality Monitoring program continued throughout the year.	
Partner with Education Queensland in activating the community use of schools for sport and recreation purposes.	3.2.1	Infrastructure & Operations	Complete	In 2018-2019 Council and Education Queensland continued discussions regarding the community use of school facilities. The outcome was Council communicated directly with individual school principals regarding the use of facilities as required. One arrangement has been made between a community Rugby League Club and Victoria Point State High School. These activities are ongoing as each request for activity space will be negotiated with the schools as they arise.	
Continue to develop and implement the Redland City Council Coastal Adaptation Strategy.	3.3.1	Infrastructure & Operations	Complete	Work continued on the development of the eight phase Coastal Hazard Adaptation Strategy with Phase 1 (Communication and Engagement Plan) and Phase 2 (Scoping Study) completed. A significant body of work was also undertaken to refine the future erosion prone area mapping for the city. Council secured funding of \$238,603 from the Local Government Association of Queensland under the QCoast 2'100 program to support these activities.	
Improve access provisions to Moreton Bay.	3.4.1	Infrastructure & Operations	Complete	Renewal of the barge ramp, seawall and foreshore access ramp at Masters Avenue, Victoria Point was completed and is fully operational.	
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 & Customer Services	Complete	The Toondah Harbour Priority Development Area project has progressed to the Environmental Impact Statement (EIS) phase. The federal government issued EIS assessment guidelines for public comment which closed 6 March 2019. The EIS phase will take approximately 12 to 18 months and will address all social, economic and environmental impacts of the development during its construction and operational phases. Redland Investment Corporation (RIC) continued to work closely with Walker Group and Economic Development Queensland to progress the project. Stage 1 of the Weinaam Creek Priority Development Area project, which comprises of the car park, residential lots and the footbridge commenced. RIC continued to progress the masterplan in preparation for submission to the Queensland Government.	

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 (Minjirribah) 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	Complete	During the year 180 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 participated in Council's collaborative Reconciliation Action Plan Working Group.	
Promote awareness and understanding of Quandamooka culture.	4.2.1	Organisational Services	Complete	Council promoted Quandamooka culture through articles in Our Redlands magazine, through tourism promotion, including Channel 7 coverage of the Quandamooka Festival, and promotion of Yalngbilla Tours - Australia's first Aboriginal-owned whale watching cruise. Council's new brand video featured Uncle Bob Anderson. Council delivered a National Aborigines and Islanders Day Observance Committee (NAIDOC); Showcase and NAIDOC Ambassadors program; sponsored the Quandamooka Festival; supported Goompi NAIDOC Week community events; managed a place marker project featuring Quandamooka artists on North Stradbroke Island; included Quandamooka design on Christmas banners; and funded community groups to include Quandamooka cultural dance. Welcome to Country was held at official events, Redland Libraries held literacy Deadly Events; and Redland Art Gallery featured Indigenous art exhibitions. Council continued to pay respect to Quandamooka Country and Elders on regular print advertising.	
Promote traditional knowledge.	4.2.2	Organisational Services	Complete	Council continued to promote cultural awareness. Uncle Norm Enoch presented the Welcome to Country at the Redland City Council National Reconciliation Week launch where Joshua Walker's artwork 'Kanara Malara' was unveiled. International Women's Day/Year of Indigenous Languages engaged Sandra Delaney and three elders to speak at Victoria Point Library for Seniors Chit Chat. The 2019 Business and Retail Awards have incorporated 'Yura from Quandamooka' into the naming of the event with the website home page displaying aboriginal art. Redland Art Gallery held their 'Seeing Country' exhibition where Uncle Bob Anderson presented the Welcome to Country and the Yulu-Burri-Ea Dancers performed. A total of 26 employees were named National Aborigines and Islanders Day Observance Committee (NAIDOC) ambassadors as part of the organisation's NAIDOC ambassadors program. A total of 127 employees have been named as NAIDOC Ambassadors over the past five years.	

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	Complete	Council partnered with Quandamooka artists to develop quality exhibitions, programs and performances for inclusion in Redland Art Gallery (RAG) and Redland Performing Arts Centre programs. The public art banners at two mainland and one island location were changed over in the month of May and now feature work by exhibiting Quandamooka artist Libby Harward. 'Seeing Country' filming was undertaken throughout April for the 'Place of abundance' 2019 video. The video was filmed and edited by Nikki Michall and produced by RAG. The film features contributions from Sandra Delaney, Sonja Carmichael, Joshua Walker and Keiron Anderson. The 'Seeing Country' exhibition, curated by Freja Carmichael, officially opened in June 2019 at RAG Cleveland and included works from the RAG collection, new commissions and loaned works. Council received financial assistance from the Queensland Government through Arts Queensland's Backing Indigenous Arts initiative to support this exhibition.	
Support delivery of Indigenous Land Use Agreement (ILUA) commitments.	4.3.1	Organisational Services	Complete	Council continued to manage the Indigenous Land Use Agreement (ILUA) sub-committees and their meetings and monitor progress on ILUA activities. A Business Day meeting was held in May 2019. The ILUA Consultative Committee Meeting was held in June 2019. The quarter 3 ILUA report was presented to the Executive Leadership Team (ELT) in April 2019 and the quarter 4 report has been prepared for presentation to ELT.	
Contribution to implementation of North Stradbroke Island Economic Transition Strategy.	4.4.1	Community & Customer Services	Complete	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. Council contracted the Quandamooka Yoolooburrabee Aboriginal Corporation to deliver two Quandamooka inspired place markers designed by Quandamooka artists. Council undertook two community engagement forums to inform the artist's concept for the signage.	
Promote Quandamooka tourism initiatives.	4.4.2	Organisational Services	Complete	Council worked with the Quandamooka Traditional Owners to develop the new Redlands Coast website that includes promotion of Quandamooka cultural experiences. Council developed marketing campaigns to support tourism on North Stradbroke Island including promotion of Quandamooka cultural tours, the Quandamooka Festival and the new Yallingbla whale watching tour. Council continued to incorporate Quandamooka Jandai dual place naming on all Redlands Coast communications including at the new Visitor Information Centre and in the new Redlands Coast holiday guide. Council managed a project to develop Quandamooka public art-style place markers at Point Lookout and Amity Point on North Stradbroke Island as part of the Minjerrabah Futures program, funded by the Queensland Government.	

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.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Commence the Redland City Plan.	5.1.1	Community & Customer Services	Complete	City Plan commenced on 8 October 2018.	
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	Complete	Relevant local government infrastructure plan projects have been conditioned as part of development permits, included in infrastructure agreements as developer contributed assets, or delivered by Council as part of the annual capital works program.	 
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	Complete	Preliminary work to scope the investment attraction plan continued including liaising with key stakeholders to explore centre improvement initiatives. Council endorsed the Cleveland Centre Traffic and Transport Action Plan which outlines short term low cost actions to improve walkability, connectivity and pedestrian safety within the Cleveland Centre. The Redlands Health and Wellness Precinct Stage 3 Conceptual Land Use Plan and Strategy was presented to project partners and stakeholders.	
Coordinate planning and guidance for future development and infrastructure delivery for local areas in the City.	5.2.2	Community & Customer Services	Complete	Work was undertaken to prepare the draft Victoria Point Structure Plan. The proposed structure plan and consequential amendment will remain confidential until such time as approved by the planning minister for public consultation. The planning investigation over the Southern Thornlands area, identified in the South East Queensland Regional Plan as a Potential Future Growth Area, was deferred in order to allow consideration of the outcomes of the Rural Enterprise Industry Sector strategy and action plan. Council continued to progress with an expression of interest process for the proposed redevelopment of Capalaba Place in partnership with Redland Investment Corporation.	
Identify and protect places of European heritage significance.	5.2.3	Community & Customer Services	Complete	A proposed major amendment to the City Plan to address local European heritage protection in the city has been prepared and is awaiting finalisation of state interest review. The proposed major amendment will remain confidential until such time as the Minister for State Development, Manufacturing, Infrastructure and Planning confirms it may proceed to public consultation.	 
Develop master plan for Redland Aquatic Redevelopment.	5.2.4	Infrastructure & Operations	Complete	The preliminary master plan for the Redland Aquatic Redevelopment was completed.	

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Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Plan for future use of surplus commonwealth land at Birkdale. (Carried forward 2017-2018)	5.2.5	Community & Customer Services	Monitor	Purchase negotiations for the acquisition of surplus land owned by the Australian Communications and Media Authority at Birkdale have substantially concluded. Negotiations with Air Services Australia regarding potential surplus land continued.	
Maintain effective systems and processes that underpin quality and timely decision making for development applications.	5.3.1	Community & Customer Services	Complete	Council systems and processes continued to be further improved and amended to ensure effective implementation of planning instruments.	

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	Complete	Council continued to complete actions of the Tourism Strategy and Action Plan 2015-2020. Council launched two Redlands Coast websites, new Redlands Coast Facebook and Instagram accounts, Redlands Coast tourism videos and the new Redlands Coast holiday guide. Council relocated the Visitor Information Centre to Cleveland town centre to better serve visitors and locals. Council assisted Queensland Tourism Industry to deliver two digital ready programs that focused on building the capability of the local tourism industry. The Redlands Coast tourism sub-committee, comprising tourism industry representatives and Council, met five times.	 
Contribute to potential development of a Smart and Connected Cities Framework.	6.1.2	Community & Customer Services	Complete	Redland City Council continued to lead the delivery of the Advancing Regional Innovation Program in partnership with Logan City Council and Griffith University. The program enhances the innovation and entrepreneurial ecosystem across the region and builds connections to create a smart city into the future. Activities and initiatives delivered in the Redlands Coast targeted business start-ups, young people, seniors, established businesses, schools and universities. Highlights included the continued delivery of 'Start-up Redlands' and popular monthly pitch nights, business mentoring, workshops for senior entrepreneurs and established businesses and delivery of an innovation in Aged Care Summit. The Redlands Innovation Advisory Group continued to provide support to the program accompanying the Mayor's delegation to the World Smart Cities Expo in Taipei to support future investment to the city.	
Lead the implementation of actions in the Redland City Events Strategy and Action Plan 2017-2022.	6.2.1	Organisational Services	Complete	Council continued to complete the actions of the Redland City Events Strategy and Action Plan 2017-2022. Council delivered an online events portal on Council's website and established a pool of event equipment available at no charge to event organisers. This included an inflatable movie screen, outdoor marquees, shade umbrellas, fence banners and flag banners. Council delivered industry development events including the annual Redlands Coast Tourism and Events Forum attended by more than 170 people and an event management masterclass attended by more than 40 people. Council delivered 26 events attended by approximately 22,500 people, including the Christmas By Starlight concert that attracted approximately 10,000 people and assisted groups to deliver more than 61 community events attended by approximately 228,000 people.	

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Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Deliver events, activities and workshops that contribute to bringing economic and social benefits to the community.	6.2.2	Community & Customer Services	Complete	Council delivered events, activities, workshops and community safety initiatives throughout the year targeting young people, seniors, people with disabilities, the community services sector, schools and the business community across Redland City and the Southern Moreton Bay Islands. Highlights included the Redlands Coast Innovation and Aged Care Summit, Seniors Week and Youth Week celebrations. The Redlands Coast Amazing Race and a number of Youth Adventure Day Out. These events have contributed positively to community wellbeing and delivered social, economic and community safety outcomes.	
Contribute to economic and social impacts across the City.	6.2.3	Community & Customer Services	Complete	Redland Performing Arts Centre and Redland Art Gallery presented a program of performances, exhibitions, arts workshops and community arts events that attracted an audience of over 60,000 people to the Cleveland central business district. Artworks and performances, including national touring theatre, contemporary and classical music, comedy, children's theatre, physical theatre and circus activities were programmed to offer diversity and quality to the Redlands Coast community. This included special events for young families, seniors, youth, Aboriginal and Torres Strait Islanders, people living with disabilities and people from non-English speaking backgrounds. A program of Public Art works was installed across the city including works at Cleveland, Wellington Point, Cochiemudro Island and North Stradbroke Island.	
Deliver a destination brand for Redland City.	6.2.4	Organisational Services	Complete	The new city brand, Redlands Coast, was rolled out. Council delivered two websites, 10 Redlands Coast videos, social media platforms and four marketing campaigns. These included a launch campaign that resulted in 55% awareness of the brand after four months in market, a campaign focused on encouraging locals to explore their own backyards, a shop local campaign, and a winter campaign to increase visitation during the low season. Destination marketing campaigns resulted in industry feedback of increased visitation during low seasons.	
Coordination of Council's involvement in the North Stradbroke Island Economic Transition Strategy.	6.3.1	Community & Customer Services	Complete	The North Stradbroke Island Economic Transition Strategy (NSIETS) working group, established by Council, includes representatives from the Department of Innovation, Tourism Industry Development and the Commonwealth Games. The NSIETS continued to meet throughout the year. Council also attended bi-monthly NSIETS Implementation Committee meetings.	
Identify and develop strategic opportunities for Redland City Council land holdings.	6.4.1	Organisational Services	Complete	Redland Investment Corporation in partnership with Redland City Council held an expression of interest campaign to secure development partners to deliver an innovative and landmark development to support the revitalisation of Capalaba.	
Provide secretarial support to the Redlands Economic Development Advisory Board.	6.5.1	Community & Customer Services	Complete	The Redlands Economic Development Advisory Board met quarterly throughout the year, and provided input into the development of the draft Rural Enterprises Industry Sector Plan.	
Deliver industry enabling action plans and a targeted investment attraction strategy.	6.5.2	Community & Customer Services	Complete	Implementation continued on the 2018-2019 actions under the Education and Training Industry Sector Plan 2018-2023. The second Education Roundtable was successfully held. Council participated in a Redlands Youth Jobs Festival event that highlighted training and career pathways for young people. Engagement with key stakeholders on the findings of the Redlands Health and Wellness Precinct Masterplan project continued as part of the Health Care and Social Assistance Industry Sector Plan 2018-2023. Work continued on the development of the investment attraction plan aligned to the key industry sectors.	 

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Facilitate the development of the Toondah Harbour PDA in partnership with Economic Development Queensland.	6.6.1	Community & Customer Services	Complete	Redland Investment Corporation and Walker Group continued to work closely, in consultation with Economic Development Queensland. The Toondah Harbour Priority Development Area project has progressed to the Environmental Impact Statement phase. This phase will take approximately 12 to 18 months.	 
Facilitate the development of the Weimam Creek PDA in partnership with Economic Development Queensland.	6.6.2	Community & Customer Services	Complete	Redland Investment Corporation continued to work closely with Redland City Council to progress the Weimam Creek Priority Development Area project. Civil and earthworks commenced on stage one of the project, which includes the car park and residential lots on Moores Road. Development of the masterplan commenced.	 
Collaborate with stakeholders on planning for Priority Development Areas.	6.6.3	Community & Customer Services	Complete	Council appointed representatives attended Local Representative Committee meetings and made decisions on applications relating to the Toondah Harbour and Weimam Creek Priority Development Areas under delegation of and on behalf of the Minister for Economic Development Queensland.	






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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	Complete	Council facilitated the delivery of more than 61 community events attended by approximately 228,000 people. A total of 26 events were delivered and approximately 22,500 people attended. Events included Christmas by Starlight, Redlands Coast Australia Day Awards, live citizenship ceremonies, Lighting of the Christmas Tree, Diner en Rouge, Redlands Coast Volunteers' celebration, the Redland City Mayoral Prayer Breakfast and Redlands Coast branding workshops.	
Plan, provide and advocate for essential social infrastructure for community activities.	7.2.1	Community & Customer Services	Complete	Council undertook planning and advocacy activities to address community needs. A review of the Social Infrastructure Strategy 2009 was completed, and research and consultation was undertaken to inform the development of the Age Friendly Cities Strategy in 2019-2020. Council adopted the homelessness policy and advocacy continued to address the homelessness service response in the city. A range of potential options for a community hub were explored, with a viable outcome still to be identified. A concentrated advocacy and collaboration approach on the Southern Moreton Bay Islands focused on addressing service gaps and resulted in improved community service delivery to the island communities.	
Plan for effective sport and recreation at Heinemann Road, Redland Bay.	7.2.2	Infrastructure & Operations	Complete	The master planning process for the Redlands Coast Regional Sport and Recreation Precinct is well underway, with assistance from the Queensland Government and in consultation with the community. Initial technical studies on cultural heritage and the environment were completed. Needs analysis to understand trends and emerging issues, as well as supply and demand investigations, and detailed site planning studies commenced. In 2018-2019 Council also commenced geo-technical studies for the precinct and developed a project plan which will inform and guide future delivery.	
Manage community access of Council sport and recreation facilities.	7.2.3	Infrastructure & Operations	Complete	To streamline existing arrangements and provide clarity to sports and recreation clubs, Council has reviewed a number of arrangements when clubs seek to undertake work or projects on Council facilities. This includes a review of land owners' consent and the process for implementing sports field lighting. Council's website has been updated with improved mapping of sport and recreation facilities, sport and recreation clubs, popular parks and exercise equipment and playgrounds to provide visibility and information on the available facilities for the community.	 

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Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Encourage community use and participation.	7.2.4	Infrastructure & Operations	Complete	The Redlands Active and Healthy Program provided 115 programs over the year. Council partnered with local health and fitness providers to deliver low cost activities to over 9,500 attendees, which was an average participation rate of eight people per session. The Redlands Coast Fun Run, a new event to the Redlands Coast, attracted over 500 participants. Other events such as the Queensland Caravan and Camping Show and Redfest held at the Cleveland Showgrounds attracted significant interest.	 
Deliver Council's Grants and Sponsorship Program.	7.3.1	Community & Customer Services	Complete	Council successfully administered the Grants and Sponsorship Program in 2018-2019 providing financial assistance to individuals and organisations to support the delivery of projects that benefit the local community. During the year, Council awarded over 69 grants and sponsorships totalling \$560,058.86.	
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	Complete	A wide range of programs and events to encourage reading and all forms of literacy have been delivered during this quarter including an event with author Trent Dalton to showcase the new Radio Frequency Identification (RFID) and upgrades to libraries on the mainland. The adult literacy program has continued and currently has 16 tutors and matched learners. A total of 165 'Ask IT' one-on-one sessions have been delivered aimed at improving digital literacy for adults across the city. Library resources including books, magazines, CD's and videos were delivered to 696 homes and household clients during this quarter. 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 this quarter, there were 129 programmed activities/events for children and young people which attracted 6,872 participants. Redland libraries delivered seven author in action events attracting 290 attendees during 2018-2019.	
Provide volunteering and work experience opportunities for the community	7.4.1	People & Culture	Complete	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.	
Improve disaster preparedness.	7.5.1	Organisational Services	Complete	Council undertook seven separate community engagement events in collaboration with the member agencies of the Redland City Local Disaster Management Group. The community engagements included presentations to primary schools, information displays at the Amazing Race, Seniors Expo, Aged Care Forum and Easter Fest events. Planning commenced for the 2019 Disaster Management Exercise which will continue to strengthen partnerships with the agencies of the Local Disaster Management Group as we work together to keep the community safe during disaster events.	

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.	8.1.1	Organisational Services	Complete	The Information Management Team has now completed the technical components of the Disaster Recovery Suite.	
Transform Council's systems and processes. (Carried forward 2017-2018)	8.1.2	Organisational Services	Complete	Information Management delivered the technical components for both the new Human Resource Information System to modernise the way Council manages Human Resources and the new Asset Management System to provide end to end management and maintenance of Council assets and infrastructure. These projects will achieve significant modernisation and deliver more agile systems capability to the organisation.	
Improve whole of Council asset management.	8.2.1	Organisational Services	Complete	Council developed the Strategic Asset Management Plan (SAMP) in compliance with ISO 55001 standard. The SAMP specifies how organisational objectives are converted into asset management objectives, and the approach for developing Asset and Service Management Plans (ASMPs). The SAMP was developed through engagement with key internal stakeholders, and Council's Capital and Operational Advisory Board. Council completed the annual ASMPs update and planned ten years capital portfolio investment, which was prioritised for the annual budget. The capital portfolio enables Council to continue to provide reliable services sustainably, while supporting ongoing growth in the region. An asset management policy and framework review was completed, which will provide additional evidence to support Asset Management decisions in the future. The Asset Management Project has procured an asset management technology enabler, which will support our asset management maturity into next best practice asset management.	
Improve strategic alignment.	8.3.1	Organisational Services	Complete	Council has seen an improvement in strategic alignment through the implementation of the strategic planning framework. The framework, along with supporting tools and templates has reinforced a consistent approach to our strategic planning governance processes. An internal integrated planning working group has helped strengthen the connections through the annual planning cycle to ensure various planning processes are connected and there is a strong line of sight between strategic, tactical and operational planning. Drafting of a strategic service planning framework commenced which will support strategic alignment ensuring the services delivered by Council are aligned to our strategic drivers and objectives.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Prioritise Council's portfolio of projects.	8.3.2	Organisational Services	Complete	Prioritisation of Council's capital investment portfolio was completed. The Executive Leadership Team endorsed the prioritised capital portfolio which Council adopted at Council's General Meeting on 27 June, 2019.	
Improve alignment between individual and Council performance.	8.3.3	People & Culture	Complete	Executive and senior management performance agreements were aligned to the MyGoals annual performance appraisals that are used for all employees with a stronger focus this year on leaders coaching individuals. Management performance conversations occurred during July 2018 and were cascaded throughout the organisation through MyGoals conversations with all employees. During August and September 2018, a total of 695 MyGoals conversations were completed (increased from 548 completed the previous year) to improve line of sight between individual and Council performance.	
Continue to build change management capability.	8.4.1	People & Culture	Complete	This year change management was implemented in Council's practice through delivery of a structured centre-led methodology, employee training and alignment with the Portfolio Management Office. A key achievement was the formation of a change management portfolio and 'heat map', promoting a Council view of the people-related changes taking place and their impact on employees. This view informed decisions about the timing of organisation-wide projects to maximise adoption and use of the projects' change outcomes. These projects included a new asset management system, a new Human Resource Information System, a Windows/Outlook upgrade and the introduction of Radio-Frequency Identification in Council's libraries. Additionally, change sponsorship training was delivered to the Executive Leadership Team in July 2018 to help further best practice in the area of change leadership. Change management, as an enabler of an innovative Council culture, was highlighted as part of the Innovation and Change Workshop to senior managers in August 2018. Change management training was also delivered to primary project manager groups within Council and 'Change Fitness' resilience training delivered to individuals and teams impacted by change projects to support projects enhancing internal and external outcomes.	
Drive improvements in efficiency and effectiveness.	8.4.2	Organisational Services	Complete	The business transformation program was defined and released (soft-launch only) to test the framework to support the organisation to undertake strategic transformation, cross functional service improvements, and continuous improvement. Two new training courses were rolled out over four sessions with 51 attendees to boost innovative thinking for business improvement. A comprehensive toolkit to support the innovation process across the organisation was developed, released and further refined. Eight design thinking workshops were hosted to improve specific business processes and projects (with 116 participants). The process for reporting benefits has been established with monthly organisation scorecard reporting and quarterly reporting to the Chief Executive Officer. 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, and the development and implementation of a procurement dashboard. Implementation of the transformation road-map has progressed and transitioned back within the Procurement Team.	
Align the organisation to meet changing operational requirements. (Carried forward 2017-2018)	8.4.3	People & Culture	Complete	To support employees with changing operational requirements, Council offered employees targeted workplace innovation and change management training courses within its corporate development LEAP program. Mid-cycle MyGoals performance review conversations were promoted to all employees and added to the business planning cycle, to ensure employees had more opportunity to align their work with the changing operational requirements.	
Improve organisational performance through employee feedback. (Carried forward 2017-2018)	8.4.4	People & Culture	Complete	During 2018-2019 employee feedback from MySay 2018 was used to improve organisational culture and performance. Focus areas included improving individual goal clarity, career progression, communication and leadership visibility.	
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Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Conduct community engagement on a diverse range of issues.	8.5.1	Organisational Services	Complete	Community consultation activities utilised a range of methods including information rich activities, user intercept surveys, and digital tools including Council's YourSay platform and social media.	

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