

**13 REPORTS FROM ORGANISATIONAL SERVICES****13.1 OPERATIONAL PLAN QUARTERLY PERFORMANCE REPORT SEPTEMBER 2019****Objective Reference:** A4241166**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 September 2019**PURPOSE**

This report provides an update on the overall progress of the Operational Plan 2019-2020 from 1 July to 30 September 2019.

**BACKGROUND**

The *Local Government Act 2009* (the Act) requires Council to adopt an operational plan each year. The Operational Plan 2019-2020 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**

A minor amendment will be made to Outcome 8.5 in the Operational Plan 2019-2020 as it is currently inconsistent with the Corporate Plan 2018-2023. No changes are required to the significant activity.

Operational Plan 2019-2020	Corporate Plan 2018-2023
8.5 Continue to provide opportunities for the community to actively and meaningfully participate in Council's decision making.	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.

The Operational Plan Quarterly Performance Report September 2019 defines 71 significant activities that Council plans to undertake during the year. Table 1 details the status of planned activities undertaken in quarter one.

The attached Operational Plan Quarterly Performance Report September 2019 provides a status update and comment summarising overall progress for each of the 71 significant activities in quarter one. The information in the report has been provided by the responsible departments for each significant activity.

Of the 71 significant activities, 70 are on track, and 1 is being monitored but still expected to be delivered. The activity being monitored is:

5.2.4 – Develop a master plan for the Redland Aquatic Precinct Redevelopment.

**Table 1**

Status of significant activities in the Operational Plan 2019-2020	
On Track	70
Monitor	1
Total	71

**Carried forward significant activity**

One significant activity has been carried forward from the 2018-2019 Operational Plan. This activity will be monitored through the Operational Plan Quarterly Performance Report.

Significant activity carried forward from the Operational Plan 2018-2019	Status
5.2.5 – Plan for future use of surplus commonwealth land at Birkdale	On Track

**SUMMARY**

A more detailed summary of the progress of each significant activity for quarter one is outlined in the attached Operational Plan Quarterly Performance Report September 2019.

**STRATEGIC IMPLICATIONS****Legislative Requirements**

Council's Operational Plan 2019-2020 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 2019-2020 is funded from the 2019-2020 Annual Budget.

**People**

Significant activities listed in the Operational Plan 2019-2020 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 2019-2020 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 2019-2020 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 2019-2020 outlines planned significant activities against the eight key outcomes in the Corporate Plan 2018-2023. 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
<b>Office of CEO</b> Head of People and Culture	September 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2019-2020.
<b>Organisational Services</b> General Manager Organisational Services	September 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2019-2020.
<b>Community and Customer Services</b> General Manager Community and Customer Services	September 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2019-2020.
<b>Infrastructure and Operations</b> General Manager Infrastructure and Operations	September 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2019-2020.
<b>Redland Investment Corporation (RIC)</b> Chief Executive Officer - RIC Communications Specialist - RIC	September 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2019-2020.

## OPTIONS

### Option One

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

### Option Two

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

## OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2019/432

**Moved by: Cr Peter Mitchell**

**Seconded by: Cr Wendy Boglary**

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

**CARRIED 9/0**

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

Crs Murray Elliott and Paul Gleeson were absent from the meeting.



# Operational Plan 2019 - 2020

July to September 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.

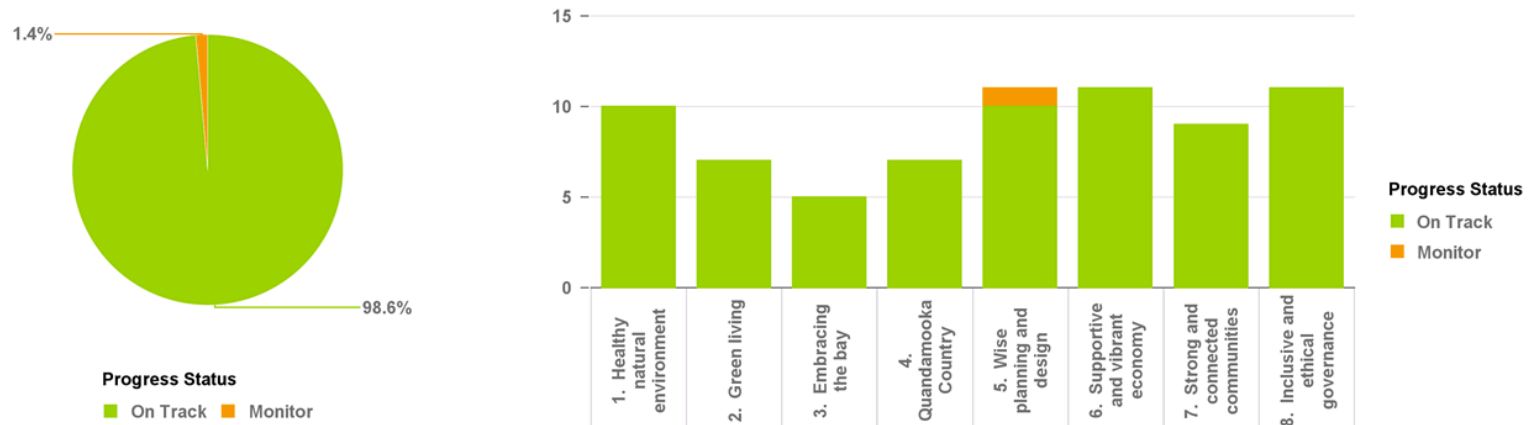


### **A Smart City - Positioning Redlands Coast as a smart innovative city**

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	On Track	Monitor	Total
1 Healthy natural environment	10	0	10
2 Green living	7	0	7
3 Embracing the bay	5	0	5
4 Quandamooka Country	7	0	7
5 Wise planning and design	10	1	11
6 Supportive and vibrant economy	11	0	11
7 Strong and connected communities	9	0	9
8 Inclusive and ethical governance	11	0	11
<b>Total</b>	<b>70</b>	<b>1</b>	<b>71</b>

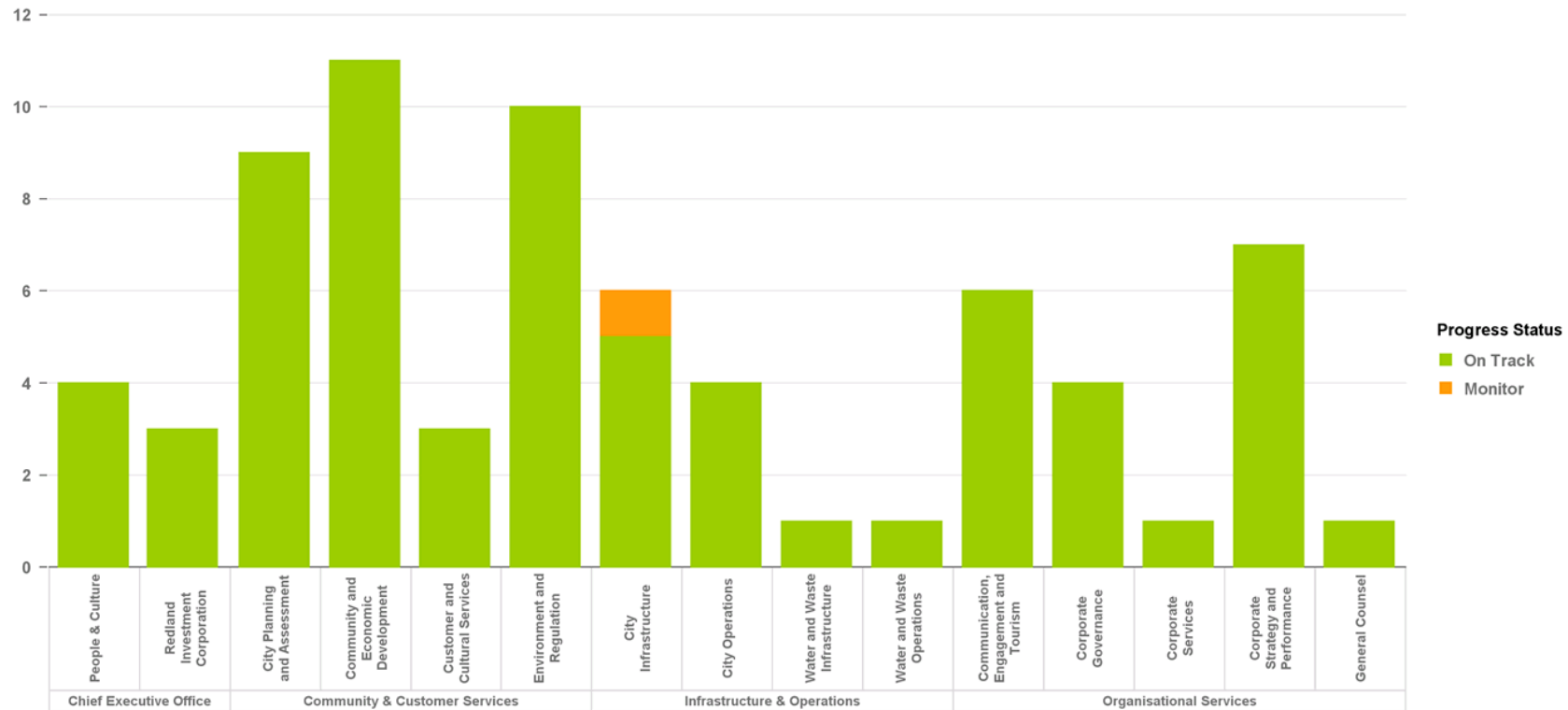


- On Track** The significant activity is progressing on time and on budget and is on track for delivery.
- Monitor** There are issues with timeframes and/or budget but it is still expected that with close monitoring the significant activity will be delivered.
- Complete** The significant activity has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

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### Organisational Performance – Quarter Summary

Department	On Track	Monitor	Total
Chief Executive Office	4	0	4
Community & Customer Services	36	0	36
Infrastructure & Operations	11	1	12
Organisational Services	19	0	19
<b>Total</b>	<b>70</b>	<b>1</b>	<b>71</b>

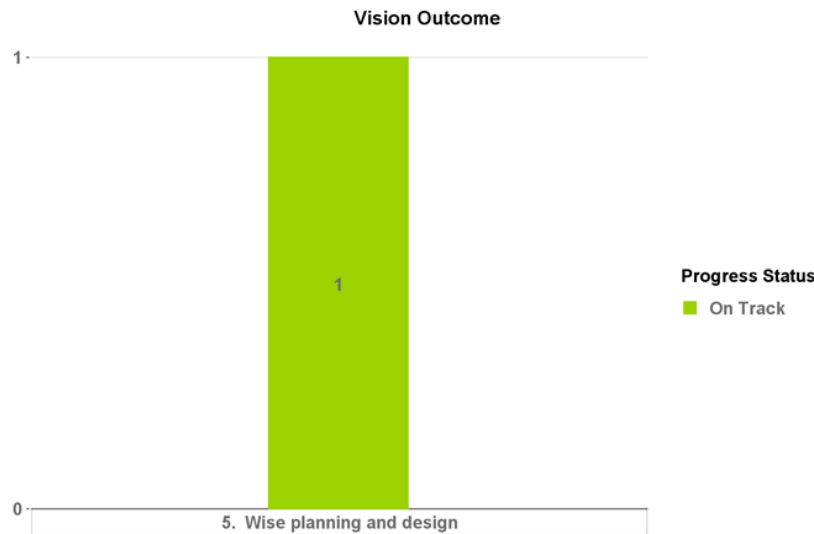


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## Carried Forward – Quarter Summary Activities from Operational Plan 2018-2019

Vision Outcome	On Track	Total
5 Wise planning and design	1	1
Total	1	1



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

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## 1. Healthy natural environment

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 to improve conservation management and protect natural assets.	1.1.1	Infrastructure & Operations	On Track	Planning for over 250 weed control projects has now been completed. This included a focus on Council's priority catchments including Hilliards, Eprapah, Coolwypin, Moogurrapum, Native Dog and Tarradarrapin Creek. There have been two revegetation projects undertaken between July and September totalling 1,650 plants. Planting was reduced due to the very dry weather conditions.	
Provide clear guidelines on how Council will meet its biosecurity obligations, inform the community and manage invasive plants, pest fish and pest animals under the Redlands Coast Biosecurity Plan 2018-2023.	1.1.2	Community & Customer Services	On Track	<p>The Biosecurity Surveillance Program 2019-2023 was approved by Council on 11 September 2019 and commenced on 10 October 2019. The program allows Council to manage restricted and prohibited biosecurity matter identified in the city.</p> <p>In relation to responsible domestic animal ownership, 1,082 complaints were received and investigated during July to September 2019. Of the 33,706 registered animals in the city, 86% are micro-chipped and 87% are desexed. One micro-chipping event for domestic animals was held on Russell Island in September 2019.</p> <p>Trees for Weeds, an exchange of priority weeds for trees, was held on the Southern Moreton Bay Islands and mainland in September 2019.</p> <p>Information relating to illegal dumping of biosecurity matter was included in the RedWaste webpage.</p> <p>The Redland Biosecurity Working Group meeting was held with representatives in attendance from Redland City Council, Biosecurity Queensland, Healthy Land and Water, Brisbane City Council and City of Gold Coast. Discussions identified priority weed species for the area, and an update about bitou bush eradication on North Stradbroke Island. Regional biosecurity meetings were attended by Council officers.</p> <p>Council received and investigated 20 complaints relating to pest animals.</p> <p>A Geographical Information System has been developed and is being used in conjunction with the Biosecurity Surveillance program to map restricted and prohibited biosecurity matter as well as high priority invasive plant, pest fish and pest animal locations.</p>	
Geographically identify and provide priority actions for the management, enhancement and protection of core wildlife habitat and facilitate improved connection of wildlife corridors in alignment with the Wildlife Connections Action Plan 2018-2023.	1.1.3	Community & Customer Services	On Track	Draft mapping has been produced to assist in identifying high, medium and low priority areas identified in the Wildlife Connections Action Plan 2018-2023, Koala Conservation Strategy 2016 and Redlands Coast Biosecurity Plan 2018-2023. Consultation with Council officers has resulted in identification of an improved focus for a strategic planning mapping tool to be used for operational field works. Key parameters considered for the mapping from the Wildlife Connections Action Plan 2018-2023 include habitat, infrastructure (major road barriers), fauna population and a combination of connectivity and weed incursion. Fire management is also being incorporated into the mapping.	




Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Conduct erosion and sediment control regulation to minimise environmental impacts from approved development activities.	1.1.4	Community & Customer Services	On Track	Council's Erosion and Sediment Control officers have continued to ensure improved management practices through regular compliance monitoring and enforcement activities, focusing on the reduction of potential impacts associated with approved developments. A proactive compliance monitoring program has continued to monitor ongoing compliance across the city's major developments, with the aim of improving and promoting the adoption of best practice erosion and sediment control. Officers have responded to 104 customer requests and have conducted 416 site inspections during July to September.	
Continue implementing a program to plant one million native plants across Redlands Coast by 2026.	1.1.5	Infrastructure & Operations	On Track	With the extremely dry conditions the focus of the One Million Plant Project is the survival and integrity of the works that have been completed to date. The planting total since the beginning of the project in July 2016 is 294,437 plants. Planting total for 2018-2019 was 103,069. Planting total for July to September quarter to date is 4,230.	
Implement management actions for a viable koala population and to conserve and manage suitable habitat in accordance with the Koala Conservation Action Plan 2016-2021.	1.2.1	Community & Customer Services	On Track	<p>The Koalas in Design Project was completed in September 2019 with an awards ceremony attended by the Mayor. First prize was awarded to Wellington Point State High School for the design of a koala sculpture that doubles as a 'selfie' seat for community interaction. The prize also included a fully-funded Artist in Residence Program facilitated by Redland Performing Arts Centre in 2020.</p> <p>A community koala awareness campaign to coincide with breeding and dispersal season commenced. Media and advertising was developed for the campaign that included use of billboards, cinema advertising, buses, bus shelters and social media platforms such as YouTube, Instagram and Facebook. The advertising will run from September to the end of December 2019. The campaign has two delivery targets:</p> <ol style="list-style-type: none"> <li>1. Continue to provide awareness and education on threats related to koalas to the broader community.</li> <li>2. Communication specifically directed at men aged 45 years and above, and the younger demographic aged 12 - 24 years.</li> </ol> <p>Regular updates continued to be provided on social media about the progress of the Ormiston Koala Monitoring Research Project.</p> <p>One new property has joined the Koala Conservation Action Program (KCAP), which now includes up to 91 properties and 33 revisits to existing KCAP properties. A total of 32 koala habitat trees were provided to property owners in the environmental partnerships programs this quarter.</p>	
Enhance community education, awareness and involvement in environmental and wildlife management.	1.2.2	Community & Customer Services	On Track	<p>Council's Environment and Education Unit continued to deliver the community education program while the IndigiScapes Centre is closed. Eight workshops were delivered via the IndigiScapes Native Nursery and Trees for Weeds events. The workshops were held on both the Southern Moreton Bay Islands and the mainland, with a combined total of approximately 400 attendees.</p> <p>Workshops focused on flora and fauna management. Topics included Backyard Wildlife Havens, National Tree Day, Fauna Detectives Workshop, Bee Workshop (session 1), Native Bee Workshop (session 2), Trees for Weeds (mainland), Trees for Weeds (islands), and Koalas in Design Art Challenge awards.</p> <p>The IndigiScapes Newsletter was issued to more than 2,000 recipients along with weekly social media updates on relevant and emerging environmental considerations.</p> <p>Council's environmental extension officers hosted the attendance of students to the IndigiScapes native botanical gardens and in classroom visits to a combined total of 19 schools during July to September.</p> <p>The IndigiScapes construction contractor and the Environment and Education Team jointly hosted a site visit to the IndigiScapes construction site from the Springfield Hymba Yumba Independent School. Approximately 12 Indigenous students aged between 15-17 years attended the site visit as part of a career development program.</p>	


Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Achieve improved environmental outcomes through extension programs delivered in accordance with adopted environmental strategies and plans.	1.3.1	Community & Customer Services	On Track	<p>Council's Environmental Partnerships Team completed 97 visits to private properties. A total of 2,731 plants plus 32 koala trees were planted on these properties.</p> <p>The Bushcare team worked with the local community to plant approximately 3,270 native plants in the ground and performed active maintenance on existing Bushcare sites in the following locations: Capalaba Rotary Park; Birkdale, Lamb Island, Helen Street and Penny Lane, Thorneside.</p>	
Enhance the visitor experience of natural assets across Redlands Coast.	1.4.1	Infrastructure & Operations	On Track	<p>Council has been actively engaging the community, visitors and local business in the outdoor recreation experience.</p> <p>Local community trailcare groups have been busy in the Redland Trackpark and Bayview Conservation Area undertaking maintenance and construction of walking/cycling trails. The trailcare volunteer efforts have been crucial and valued in the delivery of the very successful 'Chicks in the Sticks' event in August (largest all-women's mountain bike event in Australia).</p> <p>Maintenance of multiuse trails in Don and Christine Burnett and Ford Road Conservation areas has also been undertaken. Multiuse trails in the new Heinemann Road conservation area have been upgraded and new entrances provided to allow access and recreational opportunities as part of the fire management trail system.</p> <p>Upgrades and repairs (e.g. gates, fences and signage) have occurred that assist with providing a welcoming experience to our reserve visitors.</p>	
Continue to improve the customer experience at IndigiScapes.	1.4.2	Community & Customer Services	On Track	<p>The IndigiScapes Centre refurbishment and new build construction commenced in full. The Queensland Government-funded works package is at 80% completion. The Interpretation/Discovery Centre contract was awarded and a draft internal fit-out design received and approved in September.</p> <p>The 2020 workshop and events campaign has been revised to accommodate key accountabilities under the Natural Environment and Green Living Policies, and incorporates increased collaboration across Council to reach a larger community audience. Council continued external native botanical gardens and bushland maintenance in preparation for the IndigiScapes Centre reopening in 2020.</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
Monitor Council's emissions and carbon footprint, and implement reduction strategies.	2.1.1	Community & Customer Services	On Track	<p>Solar panels operating at the IndigiScapes Nursery, South Street Depot and Redland Animal Shelter buildings have been added to the Energy and Emissions Dashboard, which monitors Council's electricity usage and carbon emissions.</p> <p>A preliminary scoping study and geotechnical assessment have been completed by consultants for feasibility of a solar panel array at an identified location at the Cleveland Wastewater Treatment Plant. The development of a future business case is under consideration.</p> <p>An Integrated Energy Management Plan audit was completed by consultants at the South Street Depot and Capalaba Wastewater Treatment Plant. Implementation of recommendations to reduce energy consumption at South Street Depot has commenced.</p>	
Provide educational opportunities to the community.	2.2.1	Community & Customer Services	On Track	Installation and operation of a solar panel array was completed at the IndigiScapes Native Nursery, Redland Animal Shelter and South Street Depot.	
Plan and deliver waste management services to meet current and future needs of the city.	2.3.1	Infrastructure & Operations	On Track	An internal discussion paper on the Waste Strategy review has been prepared. Option analysis on the Bulky Waste Plan has commenced. A peer review of the Judy Holt Park design has been undertaken.	
Provide kerbside recycling bins and encourage the community to increase recycling.	2.4.1	Infrastructure & Operations	On Track	Community engagement for the quarter included advertising in the winter edition of Our Redlands Coast magazine which included three full pages dedicated to recycling and resource recovery information. Face-to-face recycling education and engagement occurred at RedFest and at the Capalaba Central Shopping Centre. An additional 310 kerbside green waste collection services were established.	
Advocate for public transport in accordance with the Redlands Coast Transport Strategy 2041.	2.5.1	Community & Customer Services	On Track	Work continued on development of the draft Redlands Coast Transport Strategy, a key advocacy document to highlight transport priorities for the city. The draft strategy presents a vision of how the re-imagining of the bus network could result in public transport that aligns with travel behaviours of the community. Through the draft strategy, Council officers have engaged with the Department of Transport and Main Roads to increase the priority of key cycling routes in the Principal Cycleway Network.	
Manage planning for transport connectivity for the Southern Moreton Bay Islands.	2.5.2	Community & Customer Services	On Track	Work continued on phase one of the Redlands Coast Smart Mobility Trial, a joint initiative between the RACQ and Council, and supported by SEQ Council of Mayors. Queensland's first full on-road trial of an autonomous vehicle to be operating on Karragarra Island is on track.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Expand the footpath and cycleway network.	2.5.3	Infrastructure & Operations	On Track	The footpath program has commenced with: Centre Road, Russell Island completed from Stradbroke Drive to Glendale Road; Bluebell Street footpath completed to the Bus Stop and Valley Road Mt Cotton; and Wellington Point missing link footpath completion near the Wellington Point State School. The Moreton Bay Cycleway Victoria Point project is underway with 90% of Stage 1 completed.	

### 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 Redlands Coast residents and visitors can easily access the foreshore and use recreation infrastructure for boating and non-boating activities.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Monitor and develop strategies aimed at identifying priority areas to inform decision making and improve aquatic environments.	3.1.1	Community & Customer Services	On Track	<p>The 2019-2020 Aquatic Environment Monitoring Programs have commenced. Sampling commenced in September for the Ambient Water Quality Monitoring Program at 26 sites across the city. Contractors have been engaged for the Aquatic Habitat Assessment Program.</p> <p>Council officers have been active participants in regional partnerships and networks to understand, nurture and protect Moreton Bay's marine health and values. Council engaged with other local governments and agencies including Moreton Bay Foundation and Healthy Land and Water. The following groups were also represented by Council officers: Healthy Land and Water Senior Executive Advisory Committee, Monitoring and Evaluation Steering Committee, Healthy Land and Water Strategic Network, Lyngbya Regional Network, Moreton Bay Foundation Planning Steering Committee and Redlands Biosecurity Working Group.</p>	
Partner with the Queensland Government to review the agreement between the Department of Education and Training and Redland City Council regarding management of the Russell Island Pool.	3.2.1	Infrastructure & Operations	On Track	The Bay Islands Aquatic Centre reopened for the season on September 21. Following liaison with the community, weekly opening hours have increased from 1,524 hours to 1,928 hours of operation for this season. Planning has now been completed for community consultation to take place in coming months to guide Council's negotiations with the state on the new management agreement.	
Support a sustainable governance model for the Southern Moreton Bay Islands (SMBI) Hub to coordinate delivery of community services.	3.2.2	Community & Customer Services	On Track	Council continued to engage with key project partners including Brisbane South Primary Health Network (PHN), Relationships Australia Queensland and the Queensland Council of Social Services (QCOSS) as well as representatives of the Southern Moreton Bay Islands (SMBI) community to progress the development of a governance model for coordinated delivery of community services on the islands. PHN completed the foundational stage of its community-focused approach to improving the wellbeing of children and families on SMBI, an outcome of the SMBI Roundtable held in November 2018, where the need for a governance model was identified.	
Continue to develop and implement the Coastal Hazard Adaptation Strategy.	3.3.1	Infrastructure & Operations	On Track	Phases 3 and 4 (including revised erosion prone area mapping) were completed and submitted to Local Government Association of Queensland for approval. Work commenced on Phase 5 (Risk Assessment) with a draft report provided by the consultants and reviewed by the technical working group.	
Improve access provisions to Moreton Bay.	3.4.1	Infrastructure & Operations	On Track	Concept planning and the basis of design report has been completed for the Southern Moreton Bay Island Ferry Terminal Upgrade Project. As part of this project the existing ferry infrastructure will be repurposed into recreational boating facilities to provide significantly improved access for recreational boats on and around the Southern Moreton Bay Islands.	

## 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
Continue to work collaboratively with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).	4.1.1	People & Culture	On Track	Three Quandamooka Cultural Days on North Stradbroke Island were organised between July and September 2019, with 30 employees attending. Aboriginal Cultural Heritage Training continued to be jointly offered by Council and Quandamooka Yoolooburrabee Aboriginal Corporation. In addition, People and Culture continued to implement deliverables from Council's new internal Reconciliation Action Plan in relation to fostering a culturally inclusive workplace.	
Continue to implement culturally appropriate protocols.	4.1.2	Organisational Services	On Track	Council launched 'Kanara Malara' its internal Reconciliation Action Plan (RAP) in August 2019. At the launch, Joshua Walker told the story of his Kanara Malara artwork featured in the RAP and the Yulu Burri Ba dancers performed. Uncle Bob Anderson performed Welcome to Country and representatives from Minjerribah Moorgumpin Elders and Quandamooka Yoolooburrabee Aboriginal Corporation attended. The RAP Implementation Committee was formed to progress the RAP actions, which included a reconciliation educational short film event for Council officers, held in September. All employees were given educational material which included business cards and postcards with appropriate wording to assist with understanding the story of Kanara Malara and conducting Acknowledgement of Country in meetings and gatherings both internally and externally.	
Promote awareness and understanding of Quandamooka culture.	4.2.1	Organisational Services	On Track	Council provided social media support to National Aborigines and Islanders Day Observance Committee Week events, including the launch at Redland Performing Arts Centre and talks by Quandamooka people at Redland City Council libraries. The Quandamooka Festival was promoted through content on Council's corporate and Redlands Coast websites, digital banners, event listings and with video footage on Council's Facebook page. Council provided media, social media and design to support the endorsement and launch of Council's Reconciliation Action Plan including a media release, social media posts and Acknowledgement of Country desktop calendars and postcards. Where known, Quandamooka names were used in media communications. A fortnightly acknowledgement of Redlands Coast Traditional Owners was included in print advertising.	
Promote traditional knowledge.	4.2.2	Organisational Services	On Track	Council continued to promote cultural awareness. Council participated in National Aborigines and Islander Day Observance Committee (NAIDOC) events and activities in July 2019. Redland Performing Arts Centre held a NAIDOC showcase event. Library Services Young People's Team attended Goompi NAIDOC Day. Council contributed to the organisation of the Goompi NAIDOC Day and delivered a family fun day at the North Stradbroke Island Museum focusing on Ocean Life. Welcome to Country was performed by a local Quandamooka Elder.	
Support delivery of Indigenous Land Use Agreement (ILUA) commitments.	4.3.1	Organisational Services	On Track	Council continued to manage the Indigenous Land Use Agreement (ILUA) sub-committees and monitor progress on ILUA activities. The 2018-2019 quarter four ILUA report, was presented to the Executive Leadership Team in July 2019.	



Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Contribute to the implementation of the North Stradbroke Island Economic Transition Strategy and Redland City Economic Development Framework 2014-2041.	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. Council continued to work with Quandamooka Yoolooburrabee Aboriginal Corporation to deliver two Quandamooka-inspired place markers designed by Quandamooka artists, at Amity and Point Lookout. Community engagement supported the two artist concepts. Detailed drawings were undertaken and fabrication commenced.	
Promote Quandamooka tourism initiatives.	4.4.2	Organisational Services	On Track	Council worked with Quandamooka Traditional Owners to promote the Quandamooka Festival and provided sponsorship, in-kind support, marketing and promotion. Council's tourism team attended the Quandamooka Festival opening and closing ceremony and promoted the event on Redlands Coast and Redland City Council social media platforms. Council undertook community consultation with Traditional Owners, Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) and the North Stradbroke Island community to progress the Quandamooka public art-style place markers at Point Lookout and Amity Point on North Stradbroke Island. The consultation was part of the Minjerribah Futures Program which is funded by the Queensland Government. Council worked with QYAC to develop a Quandamooka cultural experience itinerary for the participants attending the International River Symposium held on 24 October. Council continued to promote whale watching from land and sea on various marketing assets including digital media, billboards, buses, bus shelters and at the Visitor Information Centre. The Intrust Super Cup Indigenous Recognition match was broadcast live on Channel Nine and included Redlands Coast Branding, Welcome to Country, a smoking ceremony and promoted North Stradbroke Island (Minjerribah).	

## 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
Manage planning for transport initiatives and services across the city.	5.1.1	Community & Customer Services	On Track	Drafting commenced on a parklet design manual. An Urban Congestion Tool is progressing, with the project scope approved by all project partners. Preparation of the Active School Travel Program commenced.	
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	Local Government Infrastructure Plan (LGIP) assets continued to be delivered by development projects in the city. Increased prioritisation has been given to LGIP projects through capital program planning for inclusion in the capital works program and asset and service management plans.	
Implement actions outlined in the Cleveland Centre Traffic and Transport Action Plan 2019-2020.	5.1.3	Community & Customer Services	On Track	The Cleveland Centre Traffic and Transport Action Plan has been uploaded to the Council website. Council officers liaised with key stakeholders to initiate the planning and delivery of actions over the current financial year.	
Maintain the Redland City Plan to ensure it reflects best practice and is responsive to community expectations.	5.1.4	Community & Customer Services	On Track	Council's Strategic Planning Unit progressed a number of amendments to the City Plan as follows: general major amendment package; environmental amendment; heritage amendment; and Victoria Point structure plan amendment.	
Coordinate a place management program for key activity centres and contribute to master planning for precincts.	5.2.1	Community & Customer Services	On Track	Council, through a partnership with Metro South Health and Redlands Mater Private Hospital, continued to meet to discuss the content of the draft Redland Health and Wellness Precinct Stage 3 Report (conceptual land use plan and strategy).	 
Coordinate planning and guidance for future development and infrastructure delivery for local areas in the city.	5.2.2	Community & Customer Services	On Track	Work continued with preparation of 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. Work was undertaken to review the scope of the planning investigation over the Southern Thomlands area, identified in the South East Queensland Regional Plan as a Potential Future Growth Area, for consideration by Council.	
Identify and protect places of European heritage significance.	5.2.3	Community & Customer Services	On Track	A proposed major amendment to the City Plan to address local European heritage protection in the city has been prepared and the state interest review completed. The proposed major amendment will remain confidential until such time as Council approves the commencement of public consultation.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Develop a master plan for the Redland Aquatic Precinct Redevelopment	5.2.4	Infrastructure & Operations	Monitor	Council has completed master planning for the Redland Aquatic Precinct. Following withdrawal of Surf Life Saving Queensland from the project, Council is seeking other partnership opportunities to facilitate the redevelopment of aquatic facilities in Redlands Coast.	
Plan for future use of surplus commonwealth land at Birkdale. (Carried forward 2017-2018)	5.2.5	Community & Customer Services	On Track	Purchase negotiations have progressed further for the acquisition of surplus land owned by the Australian Communications and Media Authority at Birkdale. Negotiations with Air Services Australia regarding potentially surplus land continued.	
Maintain effective systems and processes that underpin quality and timely decision making for development applications.	5.3.1	Community & Customer Services	On Track	Council systems and processes continued to be refined to ensure effective implementation of planning instruments. The work program is focused on the core upgrade and testing of Council's Property and Rating system.	
Contribute to implementation of a South East Queensland (SEQ) City Deal.	5.4.1	Community & Customer Services	On Track	Commonwealth, state and local government continued work on the SEQ City Deal project. Council is represented on the Local Government Working Group, contributing input to helping shape the SEQ City Deal through major work program streams.	
Develop a strategic funding framework.	5.4.2	Organisational Services	On Track	<p>From July to September 2019, the External Funding Unit identified four competitive external funding opportunities, making five applications across two funds. Of these five applications, three were successful: Advancing Queensland, Bus Stop Shelters Program and Public Transport Accessible Infrastructure Program, collectively valued at \$1.2M. Through Advancing Queensland, Council was successful in the Age Friendly Community Grants Program and, received funds of over \$57,000 for a workforce training resource pilot. 'Hear Here Council' is a collaborative project in which Council will participate in a pilot working with Better Hearing Australia to deliver best practice in effective communication with older adults experiencing age-related hearing loss.</p> <p>Council's External Funding Manager represented Council in the State Government Grant Reform Working Group to advocate on behalf of all local governments in the state. In September 2019, the Department of Local Government, Racing and Multicultural Affairs released the Grants to Local Government Model, as the new streamlined framework for state government grants programs. Council's Chief Executive Officer and the External Funding Manager have agreed to play significant advisory roles ensuring the transition benefits Redlands Coast.</p> <p>Engagement began on the development of a risk assessment tool specific to external funding.</p>	

## 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
Implement actions in the Redland City Tourism Strategy and Action Plan 2015-2020.	6.1.1	Organisational Services	On Track	<p>Council continued to progress actions in the Redland City Tourism Strategy and Action Plan 2015-2020 including the development of the Wayfinding Strategy and destination entry signage upgrade. Council continued work on the development of tailored tourism experience programs in collaboration with Brisbane Marketing that includes digital marketing and customer service training for tourism operators to be rolled out across the year. Council commenced development of the ambassador/volunteer program to support the Visitor Information Centre operations. Redlands Coast Visitor Information Centre received 1,343 walk in and telephone visitors and 8,166 website visitors during quarter one.</p> <p>Council actively participated in the Brisbane Economy 2031: Vision for the Brisbane Region (which includes Redlands Coast for tourism purposes) that focusses on enhancing the economy through sustainable tourism experiences, investment in essential tourism infrastructure and destination marketing to increase international and domestic visitor expenditure to the region. Council supported the Redland City Chamber of Commerce tourism breakfast held on 24 July, and attended by more than 120 local business representatives. Council provided an update on the Redland City Tourism Strategy and Action Plan 2015-2020, visitation statistics, key priorities, destination marketing campaign activities and local business involvement.</p>	
Contribute to the development of a Smart Cities Strategy.	6.1.2	Community & Customer Services	On Track	<p>Council continued delivery of the Advancing Regional Innovation Program in partnership with Logan City Council and Griffith University. The program has seen numerous events take place that will enhance the innovation and entrepreneurial ecosystem of Redlands Coast. A key event was the Young Entrepreneur Summit, attended by approximately 500 young people at the Redland Performing Arts Centre in September. Summit participants had an opportunity to hear entrepreneurial keynote speakers share their innovation journey. The summit was followed by the Aspiring Entrepreneurs Weekend, with participating Redlands Coast students mentored to take a business idea and develop it into a potential business enterprise.</p> <p>Development of a draft Redlands Coast Smart and Connected City Strategy commenced. The strategy seeks to improve the liveability, prosperity and sustainability of Redlands Coast.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Implement actions in the Redland City Events Strategy and Action Plan 2017-2022.	6.2.1	Organisational Services	On Track	<p>Council delivered five events attended by 10,742 people and supported the delivery of 23 community events, attended by more than 55,300 people. Council events included Queen's Birthday Honours reception, Governor of Queensland networking function, Regional Flavours, Redland City Mayoral Prayer Breakfast and a Citizenship Ceremony. Community events included Quandamooka Festival, RedFest, Stradbroke Chamber Music Festival, GreazeFest, Redlands Coast Fun Run and the Cleveland Caravan, Camping, Boating and 4X4 Expo.</p> <p>Council continued to progress actions in the Redland City Events Strategy and Action Plan 2017-2022 including the development of a draft targeted sponsorship guideline and improvements to the online events portal.</p>	
Deliver events, activities and workshops that contribute to bringing economic and social benefits to the community.	6.2.2	Community & Customer Services	On Track	<p>Approximately 500 students from 45 schools attended a Young Entrepreneur Summit at Redland Performing Arts Centre in September 2019. Two business workshops were run in partnership with the Redland City Chamber of Commerce - 'Master Your Online Marketing' and 'Facebook Messenger Marketing', with a combined attendance of more than 80 businesses at the two workshops. Council supported a range of community events including a meeting of the Capalaba and the South East Queensland Local Government Community Safety and Graffiti Practitioners Network on 31 July, the Inspiring Seniors event and Variety Concert held at the Redland Performing Arts Centre to celebrate Seniors week in August, and the Redlands Coast Youth Day Out held at the Redlands Youth Plaza, Capalaba on 26 September 2019.</p>	
Continue to roll-out the city's new destination brand, Redlands Coast - Naturally Wonderful.	6.2.3	Organisational Services	On Track	<p>The roll-out of the Redlands Coast destination brand continued through the promotion of Council and Council-supported programs and activities. This included a whale watching campaign to promote tours and land-based whale watching at North Stradbroke Island. Redlands Coast brand awareness was developed through display print advertising in Our Redlands magazine and Redlands Coast Now magazine, bus shelter advertising on Council-owned bus shelters and through Tourism and Events activities. Promotion of Redlands Coast also continued through Facebook and Instagram social media channels, including two influencer campaigns. Redlands Coast was also registered on two travel sites Trip Advisor and Wotif. Ongoing development of the Redlands Coast brand website 'microsite', Business Deals App and Online Merchandise Store for local businesses also continued.</p>	
Coordinate Council's involvement in the implementation of the Queensland Government North Stradbroke Island Economic Transition Strategy.	6.3.1	Community & Customer Services	On Track	<p>Council continued to work closely with the Queensland Government on the implementation of the state government's North Stradbroke Island Economic Transition Strategy. A new Minjerrabah Futures Reference Group, which will include representation from state and local government, Quandamooka Yoolooburrabee Aboriginal Corporation, business groups and other organisations, has been formed by the Queensland Government to help drive sustainable tourism initiatives on Minjerrabah.</p>	
Identify and develop strategic opportunities for Redland City Council land holdings.	6.4.1	Community & Customer Services	On Track	<p>Following the expression of interest campaign held earlier in the year to secure a development partner, the Capalaba Town Centre Revitalisation project is still in the tender phase, progressing to a 'Request for Detailed Proposal'. This phase invites proponents to provide a detailed project proposal to Council and Redland Investment Corporation for consideration.</p>	
Provide secretariat support to the Redlands Economic Development Advisory Board (EDAB).	6.5.1	Community & Customer Services	On Track	<p>The Redlands Economic Development Advisory Board quarterly meeting was held on 1 August 2019. The meeting focused on a range of strategic economic priorities including the Queensland Government's Regional Skills Investment Strategy Program for Redlands Coast, progress on the development of a draft investment attraction strategy and concierge framework, the Redlands Coast Adventure Sports Precinct feasibility study project and the Redlands Coast hydrogen economy feasibility study.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Deliver industry-enabling action plans and a targeted investment attraction strategy.	6.5.2	Community & Customer Services	On Track	<p>Council endorsed the Rural Enterprises Industry Sector Plan 2019-2024 on 17 July 2019. Implementation of year one actions under the plan has commenced. Year two actions of the Health Care and Social Assistance Industry Sector Plan 2018-2023 and Education and Training Industry Sector Plan 2018-2023 continued to be implemented. Planning commenced for the third Education Roundtable, to be held in November. Council continued to work closely with education stakeholders to identify and advocate for education opportunities in the city.</p> <p>Work continued on a feasibility study for a Centre of Excellence in gerontological medicine, aged care and education, which complements key actions of both the Education and Training and Health Care and Social Assistance industry sector plans. The two-year Queensland Government's Regional Skills and Investment Strategy Program, which partners with employers and businesses to identify workforce and training needs, commenced in July on Redlands Coast. The program will focus on the industries of Health Care and Social Assistance and Manufacturing. Council undertook planning to identify key tasks for the development of the Manufacturing Industry Sector Plan, including developing a survey to initially scope the sector.</p>	 
Engage Redland Investment Corporation to facilitate the Toondah Harbour Priority Development Area (PDA) in partnership with Economic Development Queensland.	6.6.1	Community & Customer Services	On Track	<p>The Environmental Impact Statement (EIS) phase of the Toondah Harbour Priority Development Area has now commenced.</p> <p>The EIS phase will take approximately 12 to 18 months (completed between July 2019 and December 2020) and will address all potential social, economic and environmental impacts of the proposed development during its construction and operational phases.</p>	
Facilitate the development of the Weinam Creek Priority Development Area (PDA) in partnership with Economic Development Queensland.	6.6.2	Community & Customer Services	On Track	<p>Redland Investment Corporation continued to work closely with Economic Development Queensland and Council to deliver the Weinam Creek Priority Development Area redevelopment. Stage one of the project commenced earlier in the year with civil works for the nine lot subdivision on Moores Road completed. Five of the subdivided lots have settled with the remainder due for settlement by the end of November.</p> <p>Development approval for the car park was received 24 September 2019.</p>	 

## 7. Strong and connected communities

2023 Strategic Outcomes



7.1 Festivals, events and activities bring together and support greater connectivity between cross-sections of the community.



7.2 Council maximises community benefit from the use of its parklands and facilities by improving access to, and the quality and shared use of, public spaces and facilities by groups for sporting, recreational and community activities.

7.3 Council's assessment of community issues and needs provides timely opportunities to pursue grants and partnerships that realise long-term benefits.

7.4 Council supports volunteerism and participation in civic projects through clear and supportive Council processes to reduce red-tape, and engage and recruit volunteers for Council projects.

7.5 The community's preparedness for disasters is improved through community education, training and strong partnerships between Council and other agencies.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Celebrate the cultural life of the region.	7.1.1	Community & Customer Services	On Track	<p>Creative Arts Redland completed the installation of newly commissioned public art work 'Passages' at Capalaba. Redland Performing Arts Centre was visited by 15,849 people during the quarter attending a program of performances, workshops and community events. Highlights included the Umbilical Brothers, Queensland Symphony Orchestra, Spot the Dog, Indelibility Arts, Flipside Circus and Redlands Eisteddfod. School performances and workshops included events at after-school programs and also at Dunwich State School.</p> <p>Redland Art Gallery hosted 27 events, activities, workshops and public programs visited by 15,996 people across venues at Cleveland and Capalaba. Highlights included Seeing Country, Already Occupied and Legacy; Reflections on Mabo and Wetland Wander exhibition.</p> <p>Museums and Galleries Queensland announced the winners and finalists of the 2019 Gallery and Achievement Awards on 19 September at Cairns Performance Arts Centre, as part of the Museums and Galleries Queensland State Conference, Opening Doors. Redland Art Gallery received two finalist trophies.</p>	
Plan, provide and advocate for essential social infrastructure for community activities.	7.2.1	Community & Customer Services	On Track	<p>Following the Department of Housing and Public Works Rapid Response trial to address homelessness in the city in July, the Queensland Government committed funds for collaboration between Homelessness Response for Redland City in partnership with Council and the service sector. Stakeholders from the homelessness sector in the city have met several times since the Rapid Response trial to discuss results and the next steps in the collaborative response process.</p> <p>Council commenced development of a draft Redlands Coast Stronger Communities Strategy and a draft Redlands Coast Age-Friendly City Strategy.</p> <p>Options for delivery of a community hub concept for the city continued to be investigated with stakeholders.</p>	
Deliver innovative and accessible services as part of the implementation of the Library Services Strategy 2017-2022.	7.2.2	Community & Customer Services	On Track	<p>As part of the adoption of new technologies and to make library spaces more accessible, Library Services implemented a genre-based layout for adult fiction in mainland libraries in August 2019.</p> <p>E-resources continued to be popular with clients, with a range of e-books, audio books, music, magazines and other material made available for library members.</p> <p>The new mobile library vehicle and a revised timetable was launched in July 2019, with increased customer contact hours on the mainland.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Plan for effective sport and recreation at Heinemann Road, Redland Bay.	7.2.3	Infrastructure & Operations	On Track	Development of the draft Regional Sport and Recreation Precinct Master Plan included: - master planning - completion of initial technical studies including geotechnical consultation and communication about functional layout - targeted sport, environment and recreation stakeholder consultation - community information sessions - on-site tours with key internal and external stakeholders including Queensland Government representatives - Councillor workshops - fact sheets published and key milestones updated on Council's web page - approval of project risk management, stakeholder management and communication plans - Held Project Control Group and Project Steering Committee meetings - Investment Appraisal Gateway review passed - biosecurity matters identified and matter management actions undertaken (e.g. spraying of fireweed and fire ant treatment).	
Plan for the future use of the Willard's Farm site.	7.2.4	Infrastructure & Operations	On Track	Council continued to maintain the property and buildings and has explored options to involve community stakeholders in future works.	
Deliver Council's Grants and Sponsorship Program.	7.3.1	Community & Customer Services	On Track	Round one of the 2019-2020 Community Grants and Sponsorship Program is progressing and is on track for delivery. In September, Council awarded five organisation support grants totalling \$14,328; five project support grants totalling \$49,074 and three conservation grants totalling \$26,003. Applications for sponsorship closed in September and assessment commenced.	
Activate and engage through programs and partnerships 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	Community outreach services undertaken by Library Services resulted in 12,944 participants being engaged in literacy-focused programs and activities across the city. Children's programs continue to be in high demand, with 202 activities delivered at various venues. These programs included school holiday activities, technology programs and First 5 Forever, a Queensland Government-funded program to support early literacy for children aged 0-5 years. Six 'Authors in Action' events were attended by 142 people. Professional development training was undertaken for 16 adult literacy volunteer tutors, who are all currently engaged with adult learners. My Aged Care monthly community sessions, a program developed in partnership with the Donald Simpson Centre (contracted by the Australian Government), was attended by 48 participants at Redland libraries. The new mobile library vehicle, which made stops at eight child care centres, one aged care facility and two community events as well as regular timetabled stops, had 2,647 visits.	
Continue to provide volunteering and work experience opportunities for the Redlands Coast community.	7.4.1	People & Culture	On Track	The People and Culture Team continued to assist with inquiries about volunteering and work experience opportunities at Council.	
Improve disaster preparedness.	7.5.1	Organisational Services	On Track	Council undertook 13 separate community engagement events in collaboration with the member agencies of the Redland City Local Disaster Management Group. Community engagements included fire preparedness presentations across the mainland and islands, at Bay Island markets and to primary schools and the Aged Care Forum. The Disaster Management Plan has been reviewed and accepted by the Inspector General of Emergency Management. The Emergency Operations Team was activated for the Amity Swamp Fire giving staff on-ground experience and training in Evacuation Centre Management and the operation of the Local Disaster Coordination Centre.	



## 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 enhances internal and external outcomes.

8.5 Continue to provide opportunities for the community to actively and meaningfully participate in Council's decision making.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Improve Council's Asset Management System.	8.1.1	Organisational Services	On Track	Information Management is currently working with all business areas to deliver a new asset management platform to provide contemporary capability and improve business processes, data integrity and mobility. This will enable more of our business areas to interact with assets while out in the field.	
Improve whole of Council asset management.	8.2.1	Organisational Services	On Track	<p>Implementation of the Strategic Asset Management Plan (SAMP) is on track. The first quarter has seen initial engagement for the development of an Asset Data Management Plan, which will define the data requirements to support the SAMP.</p> <p>The Asset and Service Management Plan (ASMP) and 10 year planning launches were held at the beginning of September. The launch was a collaborative approach led by the Strategic Asset and Funding Management Unit, and involved presenters from across the organisation, such as business representative managers as well as presenters from Risk and Liability Services, Corporate Strategic Planning, Financial Planning Unit and Portfolio Management Office. The launch communicated the ASMP planning as a focussed approach considering risk management and standardising risk to ensure consistency and alignment to our Enterprise Risk Management Framework. In addition the launch incorporated the results from Council's biennial Community Satisfaction Survey for our asset enabled services, which for the first time sought feedback on both the performance and importance of Council's services. The 10 year planning, both operational and capital, has a focus on ensuring the first three years are comprehensive, while ensuring Whole of Life costs are evident. This focus ensures a more evidenced approach in decision making through our planning, ensuring we have the community at the forefront of our investment decisions.</p>	
Improve strategic alignment.	8.3.1	Organisational Services	On Track	The Integrated Planning Framework continued to be embedded throughout Council with continued collaboration across the Integrated Planning Working Group and Strategic Planners Network. Planning has commenced for development of a new corporate plan following 2020 local government elections that will further align our strategic goals to our operational activities. Improvements have been identified in the annual planning cycle to strengthen the connections between the business planning and budget development process.	
Improve strategic alignment and investment decisions.	8.3.2	Organisational Services	On Track	A review and update of the model and process for the Capital Investment Prioritisation has been undertaken for the 2020-2021 financial year in consultation with key stakeholders. Consultation was carried out with the External Funding Manager to develop a portfolio pipeline approach to external funding opportunities.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Prioritise, define and manage Council's portfolio of projects.	8.3.3	Organisational Services	On Track	<p>The Portfolio Management Office continued to support stakeholders in the delivery of the approved 2019-2020 portfolio through guidance, monitoring and reporting.</p> <p>A review and update of the Capital Investment Prioritisation Model and Process has been undertaken for the following financial year 2020-2021. The model and process, including the business case template, has been strengthened to improve alignment with affordability and deliverability criteria. The business case template and requirements have been issued to the asset managers across the organisation, to commence planning for 2020-21.</p>	
Promote Redland City Council program and project delivery best practice.	8.3.4	Organisational Services	On Track	<p>Program and project delivery processes carried out in quarter one included project and program governance forums, and new project governance forums implemented.</p> <p>Council's project management community was supported through mentoring, coaching and process improvement. Council undertook regular project check-ins to assist project managers in developing best-practice and identifying project issues. An update of the Redland City Council Project and Program Management Framework was released in September. An information session has been developed for the project management community relating to infrastructure project cost management. Council's Risk and Liability advisers have been consulted to strengthen risk management in the portfolio.</p> <p>Portfolio monitoring and reporting activities were undertaken to support strategic decision making.</p>	
Improve alignment between individual and Council performance.	8.3.5	People & Culture	On Track	<p>The new Human Resource Information System (HRIS) introduced in August 2019 supports performance measurement, accountability, line of sight and enables mobile capability. MyGoals conversations between employees and their supervisors focused on key areas, driving strengths, achievements, performance and development. Workshops were held across all areas of Council, covering over 500 employees including remote locations, to step teams through the new process and system. Guides, Frequently Asked Questions and an Influencer Network was created to support the introduction of the new MyGoals.</p>	
Deliver the Procurement Transformation Project.	8.3.6	Organisational Services	On Track	<p>Council has partnered with Local Government Association of Queensland and Local Buy to deliver procurement efficiencies through strategic planning and a category management process for example, plant hire. Council launched on its website a supplier marketplace, enabling suppliers to connect with Council for goods and services and is broadening its online VendorPanel system for streamlining quoting activities. A wider communication about VendorPanel Marketplace is planned for local suppliers in quarter two. The Procurement Transformation Program is on track to continue to develop category and contract plans as part of a strategic contracting framework.</p>	
Continue to build a diverse and inclusive culture that enables cooperation, innovation and change to enhance outcomes.	8.4.1	People & Culture	On Track	<p>A portfolio approach to change management commenced with 23 internal changes registered. This has promoted a focus on alignment and co-ordination of major internal projects as they arise. Major changes included the introduction of the new Human Resource Information System, Asset Management System, Customer Experience and Strategic Procurement Transformation. The number of internally qualified change agents increased from two to four to provide assistance and advice on change management activities across Council.</p> <p>A learning program on diversity and inclusion was completed with over 60 managers from the Operational Leadership Group attending. This program helped our leaders to think bigger about inclusion and develop new leadership habits and involved workshops, e-learning modules and peer learning groups. Participants learned inclusive leadership increases employee productivity and performance, generates engagement and loyalty, improves innovation and creativity and promotes greater collaboration.</p>	
Enhance the continual improvement culture supporting service delivery.	8.4.2	Organisational Services	On Track	<p>Reporting on the financial year benefits was distributed to the Operational Leadership Group and provided for the inclusion in the annual report. Three design thinking workshops were delivered across the organisation, promoting innovative culture and process improvement to approximately 47 attendees.</p>	

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Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Continue to conduct community engagement on a diverse range of issues.	8.5.1	Organisational Services	<b>On Track</b>	During the quarter the community was provided opportunities to inform Council decisions in the areas of local laws, innovation and transport planning, transport infrastructure planning, public art, and town planning through Council's YourSay web page, social media and face-to-face interactions.	

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