

13.2 OPERATIONAL PLAN QUARTERLY PERFORMANCE REPORT DECEMBER 2019**Objective Reference:** A4435756**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 December 2019 [↓](#)**PURPOSE**

To provide an update on the overall progress of the Operational Plan 2019-2020 from 1 October to 31 December 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

The Operational Plan 2019-2020 defines 71 significant activities that Council plans to undertake during the year. Table 1 details the status of planned activities undertaken in quarter two.

The attached Operational Plan Quarterly Performance Report December 2019 provides a status update and comment summarising overall progress for each of the 71 significant activities in quarter two. 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 one is being monitored but is 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. The activity has been monitored through the Operational Plan Quarterly Performance Report and is now complete, with a report presented to Council on 20 November 2019.

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

COUNCIL STRATEGIC PRIORITIES - TERM UPDATE FEBRUARY 2020

In 2016, Council identified a number of strategic priorities to help shape its vision for its current term alongside our Corporate Plan and other responsibilities and commitments to the community. A summary of the key highlights and activities Council has undertaken towards delivering these priorities over the term are outlined below.

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

Priority outcome

Our economy is connected and grows successful businesses and jobs.

Key achievements

Council continued implementation of the Redland City Economic Development Framework 2014-2041 (Economic Development Framework) through the development and endorsement of industry sector plans in the education and training, health care and social assistance, and rural enterprise sectors. Delivery of these sector plans is underway in collaboration with industry and business stakeholders. Development of a Manufacturing Industry Sector Plan has also commenced, and an investment attraction plan aligned to key industry sectors is currently being developed.

The Economic Development Advisory Board maintained its strong support of the Economic Development Framework and has met quarterly to advise Council on implementation of the framework.

Council successfully secured a two-year funding (\$350,000) agreement through the Queensland Government Regional Skills Investment Strategy (RSIS) to engage a Program Coordinator to work closely with businesses and identify workforce training needs and solutions. In line with Council's Economic Development Framework and the priority industry sectors, the RSIS focuses on manufacturing, health care and social assistance.

Council continued to deliver business workshops in partnership with the Redlands Coast Chamber of Commerce and the Advancing Regional Innovation Program.

Council continued engagement with key stakeholders on the findings of the Redlands Health and Wellness Precinct Master Plan project.

Council continued work 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 Industry Sector Plan and the Health Care and Social Assistance Industry Sector Plan.

Branding Identity – Creating a shared identity for the City

Priority outcome

We are a recognised tourism destination built on a successful brand.

Key achievements

On 6 June 2018, Council endorsed the 'Redlands Coast – Naturally Wonderful' place brand for the City. The decision followed consultation with almost 5,000 locals, business owners and visitors, which is one of the largest community engagements for a place brand. The new destination name 'Redlands Coast' is part of the place brand and was an outcome of the research, originating from local focus groups, and gaining significant support.

Council developed two new websites to implement the place brand: an educational site and portal for locals and businesses, and a tourism destination marketing website.

Quandamooka Traditional Owners had significant input in developing the Redlands Coast brand strategy and identity to integrate Quandamooka culture as a display of one community into the brand, with dual-naming a key feature of the marketing and other promotional material.

Council delivered campaigns to support the brand and promote Redlands Coast as a destination for tourists as well as encouraging locals to 'staycation'; and explore their own backyard. These have included regular segments on television travel and leisure programs aired to more than two million viewers, Redlands Coast displayed on the news weather map, Redlands Coast tourism displays at Brisbane domestic and international airports, promotion at consumer shows including Regional Flavours and Caravan and Camping Expos, social media, billboard, train and bus shelter advertising and bringing social media influencers and journalists to the City to promote Redlands Coast.

Campaigns have included whale watching season for North Stradbroke Island, niche tourism opportunities for tracks and trails, the islands, younger local day visitors, food and the winter season. There was 55% awareness of the brand Redlands Coast only four months after the first campaign, which is significant brand awareness within a short timeframe.

Council developed a series of tourism videos and an economic development video aimed at attracting investment to Redlands Coast.

Council developed a shop local Christmas campaign to support local businesses and new city-wide Christmas banners, that included collaboration work with Quandamooka artist Delvene Cockatoo-Collins, were installed.

A Redlands Coast Deals and Rewards App was launched in late 2019 to promote local business offerings. To date the App has engaged more than 45 businesses and received over 1,100 downloads.

Council, in July 2019, relocated the Redlands Coast Visitor Information Centre to Raby Bay Harbour to raise awareness and promotion of the new place brand, and to support local tourism and event operators. Council also developed and released the new Redlands Coast holiday guide to promote the diverse tourism and event experiences available on Redlands Coast, with more than 50,000 copies distributed across Australia.

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

Priority outcome

Our City and its centres are well-planned for growth, prosperity and liveability.

Key achievements

The City Plan 2018 was approved by the Minister for State Development, Manufacturing, Infrastructure and Planning on 9 June 2018, adopted by Council on 6 July 2018, and commenced on 8 October 2018.

A significant program of activities was coordinated across the organisation to facilitate the smooth commencement of the City Plan. These activities included the roll out of a significant training program, finalisation of policies, preparation of supporting information and fact sheets, development of an interactive version of the City Plan and updates to Council's web page.

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

Priority outcome

Our City is accessible and there is joint stewardship for our transport network.

Key achievements

Council developed and adopted the Redlands Coast Transport Strategy at its 12 February 2020 General Meeting. The Strategy reflects the uniqueness of the Redlands Coast, and covers a planning horizon to 2041. It will guide the direction of Redlands Coast's future transport planning and equip Council to advocate for funding decisions made by local, state, and federal governments for transport infrastructure and services.

Council and its project partners successfully deployed and are operating the Redlands Coast Smart Mobility Trial; an autonomous vehicle operating as a public transport service connecting residents of the Karragarra Island community to the ferry service.

The Cleveland Centre Traffic and Transport Action Plan 2019 was developed and endorsed by Council. The Plan outlines a suite of short-term actions to improve the walkability, pedestrian safety and connectivity of the Cleveland Centre.

Council successfully completed parklet initiatives within the Cleveland Central Business District to demonstrate to the community how public space can be considered and refined. The outcome of these initiatives and feedback has been used to inform the development of a parklet design manual.

Council's fleet system was improved through the integration of electric bicycles and the procurement of a hybrid vehicle.

Sport, Education, and the Arts – Creating active, healthy lifestyle and learning opportunities

Priority outcome

Our City is active and well-known as an attractive host city.

Key achievements

In 2017, Council successfully acquired 101 hectares of land at Heinemann Road, Mount Cotton for sport, recreation, and conservation purposes. Council undertook initial technical studies and released a draft master plan for community feedback in early 2020.

Council engaged with more than 120 sport and recreation organisations across Redlands Coast to improve organisational capacity. Council completed health checks with organisations to provide an insight into their needs and requirements.

Council supported sport and recreation organisations to obtain funding through local, state and federal sources. Projects included: major upgrades to facilities to allow greater use by female participants; upgrades to sports field lighting to lower power consumption costs; and small community grants to assist with equipment and other essential operational items.

Council invested in the renewal and upgrade of sporting and ancillary facilities across Redlands Coast. Upgrades included tennis court renewals, car park upgrades, and amenity building installations. Council continued to fund and support lifesaving services at Wellington Point and North Stradbroke Island.

Council successfully facilitated the delivery of 251 programs under the Redlands Healthy and Active Program. Council also partnered with a number of sport and recreation organisations to deliver sport and recreation opportunities on the Southern Moreton Bay Islands.

The Education and Training Industry Sector Plan 2018-2023 was developed and endorsed by Council, and is being implemented in collaboration with industry and business stakeholders.

Council supported the formation of an Education Brains Trust Group, which is a network of education stakeholders from primary, secondary, tertiary and vocational education and training institutions. The group has been pivotal in facilitating the Education Roundtable, a bi-annual event that brings together education stakeholders to discuss issues and identify opportunities in the sector. Two Education Roundtables have successfully been held.

Council participated in a Redlands Youth Jobs festival event that highlighted training and career pathways for young people, with planning now well advanced for a Redlands Coast Careers Expo in June 2020.

Council's library services continued to deliver programs to support learning and literacy, including a volunteer adult literacy program and the State Government-funded First 5 Forever program, which supports early literacy for families with children aged 0-5 years and activities that develop digital literacy skills.

Council completed the Public Art Framework – a guide for understanding, developing and commissioning public artwork and positioning Redlands as a creative city. The Wellington Point Streetscape and Village Green Public Art project was completed with a major commissioned art work. Council's Public Art Framework also commissioned a major work at Capalaba and continued to audit and maintain Council's public art collection.

Council delivered a program of exhibitions, events and workshops through the Redland Art Gallery (RAG) and supported the Red Box 'mobile' pop-up gallery showcasing local artists. RAG Red Box Pop-Up Gallery was utilised in Cleveland and Capalaba to showcase local artists' works.

There was considerable growth in the number of cultural events and performances that Council delivered through the RPAC and RAG with 120,000 people visiting and actively engaging in exhibitions, workshops, performances for schools and families, school holiday arts workshops and arts sector information forums and community-led events.

Council completed the Southern Morton Bay Islands sculpture trail. Local artists and arts groups developed their skills and profile in Redlands and the region through the Regional Arts Development Fund grants program.

Council continued to support and promote the Quandamooka Festival, Redfest, and the Redland Art Awards. Council promoted Quandamooka culture through Council channels including digital media, publications and events.

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

Priority outcome

Our City is innovative and grows successful innovation ecosystems.

Key achievements

Council made significant progress in the development and is nearing completion of the draft Smart and Connected City Strategy following extensive consultation with business, industry, community and council officers through focus workshops and online engagement.

Council's delivery of programs and creation of partnerships through Advancing Regional Innovation Program (ARIP) grant funding has grown the innovation ecosystem in Redlands Coast. Through partnerships developed under ARIP, both StartUp Redlands and Redlands Angels have been established as business entities hosting regular events which encourage and foster entrepreneurship on Redlands Coast.

Key knowledge sharing events were held including: an Innovation in Aged Care Summit; the Youth Entrepreneur Summit (YES); Aspiring Youth; Longevity by Design Charrette; events attended by Queensland's Chief Entrepreneur, Leanne Kemp; hosting of the Business Innovation workshop series partnering with the Redlands Coast Chamber of Commerce covering such topics as Blockchain, Internet of Things (IOT) and Artificial Intelligence (AI); and participation in the Queensland Government's Myriad and QODE festivals; the Asia Pacific Cities Summit in Brisbane; and the Global Smart City Summit and Expo in Taipei showcasing Redlands Coast innovators.

Council continued to partner and collaborate with ARIP partners, Logan City Council and Griffith University, as well as with in-kind partners. Continued support for start-up and scale-up businesses, and entrepreneurship and innovation initiatives, will be a focus for the remainder of the program.

Council's library services implemented radio frequency identification technology in 2019, making borrowing and returning resources quicker and easier for clients, reducing manual handling of items for staff and increasing floor space available within the libraries.

Council, in collaboration with MiTac, have commenced a proof of concept for a dashboard which shows all mapped mosquito treatment areas in Redlands Coast and captures data that allows Council to understand mosquito breeding patterns and the management of mosquito volumes. This data also allows Council to target treatment immediately at peak times and locations within the breeding process. The dashboard aims to provide a more targeted treatment program for Redlands Coast and reduce the time officers spend in isolated areas.

In a joint venture between Council and the Queensland University of Technology Capstone Project, a proof of concept was undertaken to deploy parking sensors in late October 2019. The sensors were installed in the Doig Street car park in mid-October to monitor and analyse parking usage in the Cleveland Central Business District. To further enhance these sensors, a visual dashboard was created by the team to analyse the information collected.

The aim of the visual dashboard was to display parking data, allowing an operator to display both real-time usage and historical trending of how the parking spaces were being used. The proof of concept provided tangible benefits to the management of parking and this technology is now being assessed by business stakeholders for wider deployment within Redlands Coast.

SUMMARY

A more detailed summary of the progress of each significant activity for quarter two is outlined in the attached Operational Plan Quarterly Performance Report December 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 2019-2020 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.

Human Rights

There are no known human rights implications for this report.

CONSULTATION

Consulted	Date	Comments
Office of CEO Head of People and Culture	December 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2019-2020.
Organisational Services General Manager Organisational Services	December 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2019-2020.

Consulted	Date	Comments
Community and Customer Services General Manager Community and Customer Services	December 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2019-2020.
Infrastructure and Operations General Manager Infrastructure and Operations	December 2019	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2019-2020.
Redland Investment Corporation (RIC) Chief Executive Officer - RIC Communications Specialist - RIC	December 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 December 2019.

Option Two

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

OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2020/96

Moved by: Cr Wendy Boglary

Seconded by: Cr Peter Mitchell

That Council resolves to note the Operational Plan Quarterly Performance Report December 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 2019 - 2020

October to December 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.

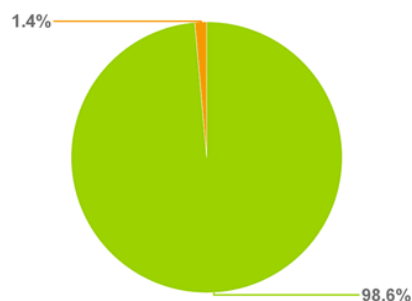


A Smart City - Positioning Redlands Coast as a smart innovative city

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.

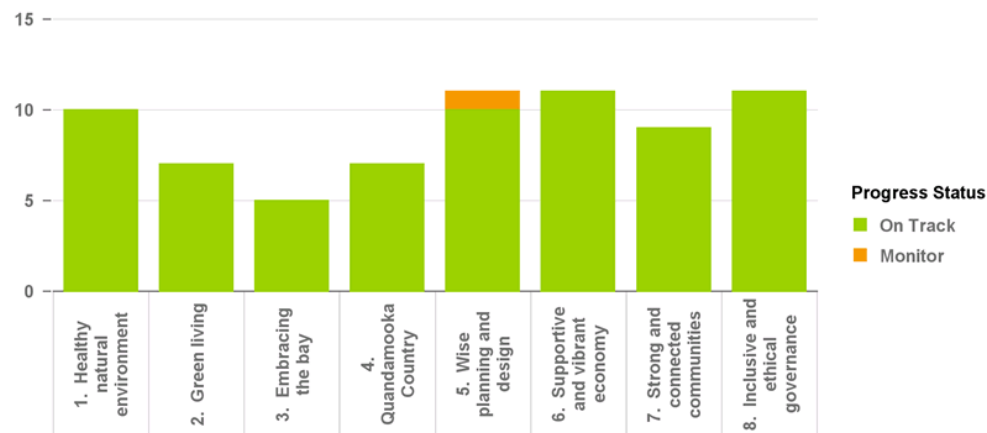
Vision Outcome – Quarter Summary

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
Total	70	1	71



Progress Status

■ On Track ■ Monitor

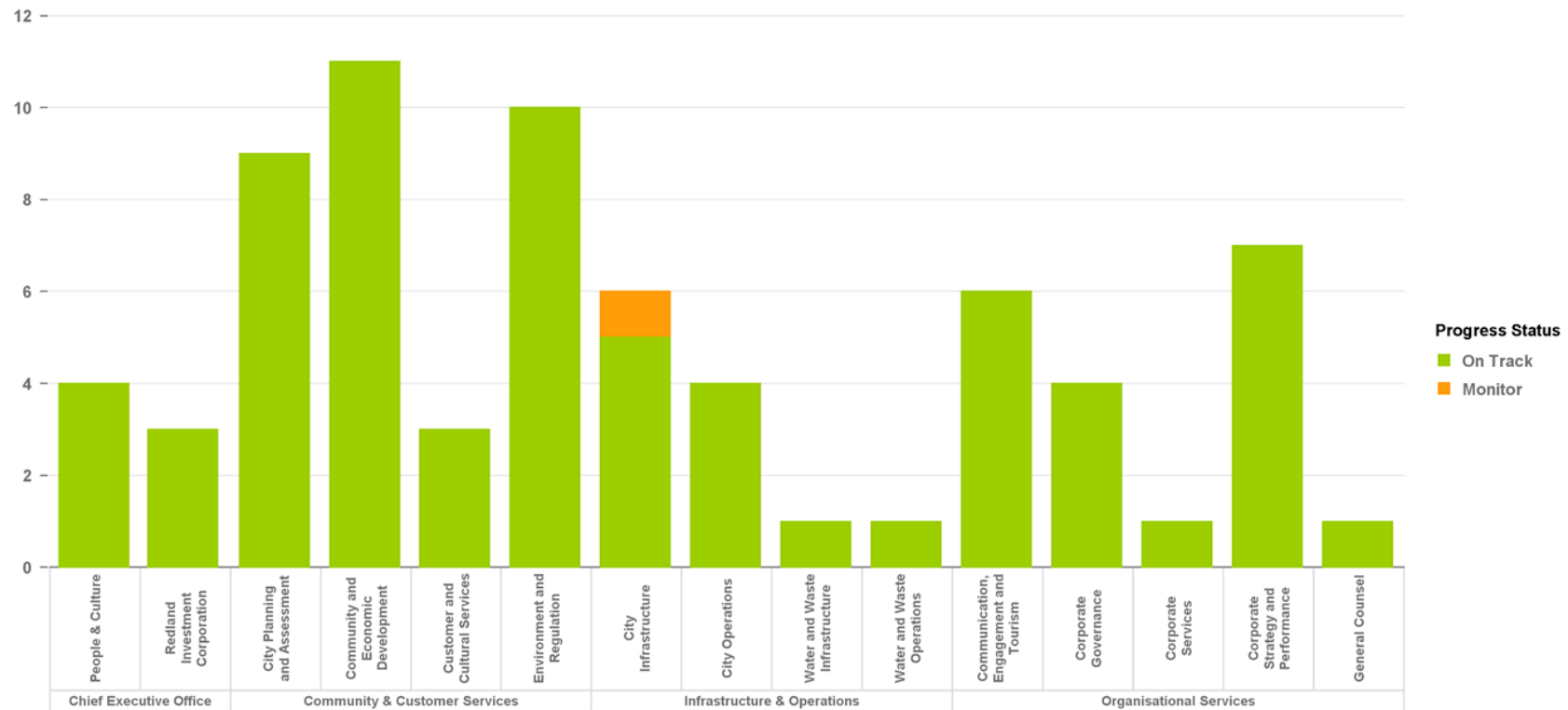


- On Track** The significant activity is progressing on time and on budget and is on track for delivery.
- Monitor** There are issues with timeframes and/or budget but it is still expected that with close monitoring the significant activity will be delivered.
- Complete** The significant activity has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

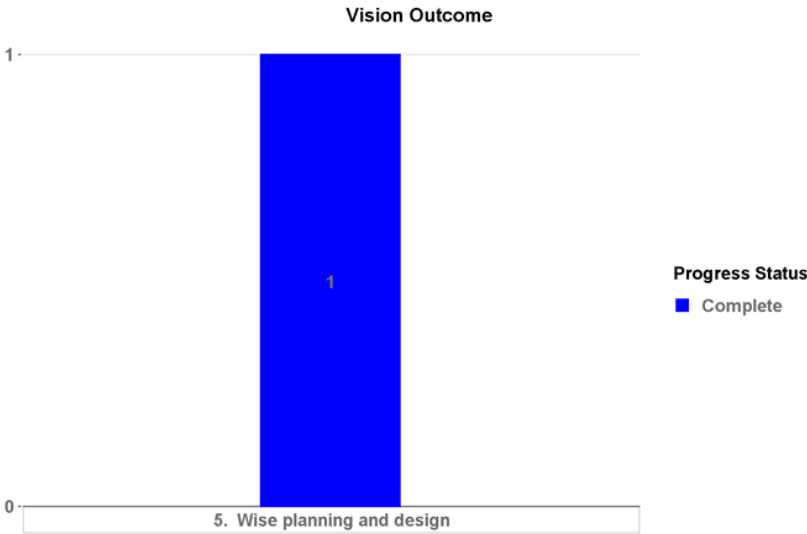
Department	On Track	Monitor	Total
Chief Executive Office	4	0	4
Community & Customer Services	36	0	36
Infrastructure & Operations	11	1	12
Organisational Services	19	0	19
Total	70	1	71



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

Vision Outcome	Complete	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.

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	Over 250 weed control projects have been undertaken across Council's mainland priority catchments and bay islands during the second quarter. There have also been significant plantings including 15,844 plants put in at Homestead Wetlands at Mount Cotton and 3,000 plants introduced to Shonagh Court at Wellington Point.	
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 commenced on 10 October 2019. The program allows Council to manage restricted and prohibited biosecurity matter identified in the City. Since the program commenced, 626 private properties and 58 public places have been surveyed. A total of 62 properties were confirmed to have restricted or prohibited biosecurity matter. As a result, these properties were issued General Biosecurity Obligation notices.</p> <p>Of the 33,586 known animals in Redlands Coast, 85% are desexed and 88% are microchipped. Two microchipping events were held (Macleay Island in October 2019 and Coochiemudlo Island in November 2019).</p> <p>Council received and investigated 28 complaints relating to pest animals.</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	<p>Operational restoration and rehabilitation works continued in areas previously identified and mapped in the Wildlife Connections Action Plan 2018-2023, including mapping of the work areas for future annual analysis. Priority area mapping (draft) progressed, with a recent internal review undertaken for consideration for future budget requirements.</p> <p>In addition, evaluation and consideration as part of land acquisitions and dedications have occurred on several properties. Operational restoration and rehabilitation works continued to improve resilience. Trees for Weeds events occurred on mainland and bay islands and a workshop was held for school groundsmen on biosecurity management. Environmental information and education was provided to relevant participants of the Environmental Partnerships Programs.</p> <p>Threatened species habitat restoration and rehabilitation works occurred for koala habitat on the mainland and glossy black cockatoo habitat on the Southern Moreton Bay Islands.</p>	

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	<p>Council officers continued to respond to and investigate requests for erosion and sediment control matters. A total of 56 customer requests were resolved during the quarter.</p> <p>Council officers undertook routine proactive compliance monitoring of development approval conditions for erosion and sediment control matters, with a total of three enforcement actions undertaken in the quarter. All major development sites were proactively inspected at least once each month, with officers ensuring the release of contaminants from sites was minimised or reduced through the monitoring and implementation of best practice erosion sediment control.</p> <p>Council officers contributed to the Lower Brisbane - Redlands Coastal Catchment Action Plan 2018-2021 through the proactive monitoring of major development sites to ensure best practice erosion and sediment control was being implemented. Officers provided input to the scoping and prioritisation processes of the Catchment Action Plan through the provision of site specific information on the location, type of activities, size, extent and progress of major development sites within the catchment areas.</p>	
Continue implementing a program to plant one million native plants across Redlands Coast by 2026.	1.1.5	Infrastructure & Operations	On Track	During the second quarter 25 sites have been planted across the City which totalled 29,958 plants. A number of larger plantings occurred at Homestead Place Mount Cotton, Shonagh Court Wellington Point, Colthouse Drive Thornlands and Vineyard Drive Mount Cotton.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
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>Work was undertaken in relation to Council's Koala Conservation Action Plan 2016-2021 during this quarter to consolidate foundational work that commenced in 2018.</p> <p>The program currently works with three separate research groups on seven individual research projects. Projects being undertaken with research groups are:</p> <ol style="list-style-type: none"> 1. Monitoring in the Ormiston Koala Safe Neighbourhood - University of Sunshine Coast (USC) 2. Site surveys and koala monitoring of three new Koala Safe Neighbourhood areas (Birkdale, Mount Cotton and Thornlands areas) – USC 3. Koala genetic surveys and analysis for Minjerribah - USC 4. Ormiston smart sign driver awareness project - Griffith University Applied Road Ecology Group 5. Driver, train the trainer pilot study - Griffith University Social Marketing 6. Leave it – dog change behaviour project - transition to business as usual – Griffith University Social Marketing 7. Community and media evaluation surveys - Griffith University Social Marketing. <p>Council worked extensively with the Local Government Association of Queensland and Department of Environment and Science regarding the development of the State Government draft SEQ Koala Conservation Strategy 2019-2024. Officers attended and facilitated the Regional Local Government Association Koala meetings to increase collaboration opportunities and share current knowledge regarding koala related information and projects, alongside continued collaboration with the Quandamooka Yoolooburabee Aboriginal Corporation regarding koala management, including dogs on Minjerribah.</p> <p>The primary objective of the additional site surveys being undertaken by the USC is to develop additional safe koala neighbourhoods. Based on Ormiston as a model, once selected, the focus will be on habitat rehabilitation within specific areas as well as increasing community engagement around dogs and driver vigilance.</p> <p>Council worked with the Department of Transport and Main Roads and Queensland Rail to achieve better mitigation outcomes for koalas that need to cross roads and rail lines within Redlands Coast. Queensland Rail has been working with Council extensively around improving the fencing between Wellington Point and Ormiston. A continued focus is to work closely with roads and traffic teams to identify roads and areas that may require some special mitigation for koalas when crossing roads.</p>	
Enhance community education, awareness and involvement in environmental and wildlife management.	1.2.2	Community & Customer Services	On Track	<p>Community engagement activities continued through implementation of a koala awareness campaign. The campaign utilised a combination of billboard, newspaper, social media and cinema advertising to reach different target audiences.</p> <p>The Redlands After-hours Wildlife Ambulance continued to operate and respond to after-hours wildlife calls, facilitated by the Redlands Wildlife Care Network volunteer service.</p> <p>A 'Go Bats' event, held for Halloween to educate and inform local community about the benefits and habits of the Redlands Coast flying fox species, was attended by more than 40 community members including children.</p>	
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>Approximately 3,490 plants were planted via five separate Bushcare and community plantings from October through to December 2019. A total of 510 private properties are now participating in Environmental Extension programs, with 2,064 plants distributed and planted in-ground for this quarter.</p> <p>A total of 250 school students attended or participated in school/TAFE based visits/events and field trips. Five environmental events were delivered, including the Floating Wetlands workshops, Go Bats (Flying Fox) Halloween event and Weed Weaving workshops.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Enhance the visitor experience of natural assets across Redlands Coast.	1.4.1	Infrastructure & Operations	On Track	Two kilometres of fire trail was upgraded in this quarter. The upgrades allow them to be 'multiuse' that is suitable for horses, walkers and riders. This supports the Enhancing the Visitor Experience Program by creating better connectivity between community, centres and reserves and allowing visitors to access and value the natural habitat of the reserve itself, using a system of trails. The trails specifically focus on the Heinemann Road Conservation Area from Bayview Conservation Area via Balthazar Circuit, Mount Cotton.	
Continue to improve the customer experience at IndigiScapes.	1.4.2	Community & Customer Services	On Track	The IndigiScapes construction project continued on track through October to December 2019, with partial completion of building one (centre), achieved in late December 2019.	

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>The Energy and Emissions Dashboard, which monitors Council's electricity usage and carbon emissions, has been restructured at its foundation to streamline the process of uploading new data.</p> <p>In preparation for the World Future Energy Summit (January 2020), supporting and education information was collected during this quarter to be delivered to the community. This included: a social media post about EcoBiz, a service that provides free support tailored to local businesses to assist with reducing their energy, water, and waste bills; and an IndigiScapes E-Newsletter focused on green living to provide residents with information on how to make solar an affordable option for their household, as well as a section about how Council is moving forward in the green hydrogen space.</p>	
Provide educational opportunities to the community.	2.2.1	Community & Customer Services	On Track	<p>Preliminary discussions around the scope and timing of the Green Living Expo occurred during the quarter. Council's Environment and Education Unit and Water and Waste Community Engagement Officer worked collaboratively to identify key participants, deliverables and activities to be presented at the Expo section during Indigi Day Out in June 2020.</p> <p>Construction commenced on a sustainable garden, a demonstrative garden utilising rain water collection, solar and other sustainable living options for inclusion in the IndigiScapes streetscape.</p>	
Plan and deliver waste management services to meet current and future needs of the city.	2.3.1	Infrastructure & Operations	On Track	<p>Officers presented the draft Waste Strategy communications and community engagement plan to Councillors on 29 October 2019 following consultation and comment from Council's Capital and Operational Advisory Board on 10 October 2019.</p> <p>Officers significantly progressed the Bulk Waste Disposal Plan finalising evaluation of the Residual Waste Disposal tender including notification of preferred supplier status. On 18 December 2019, Council resolved to delegate authority to the Chief Executive Officer to enter into a Schedule of Rates contract for Residual Waste Disposal Services.</p>	



Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Provide kerbside recycling bins and encourage the community to increase recycling.	2.4.1	Infrastructure & Operations	On Track	<p>Domestic resource recovery for quarter two was 42.6%, and year to date is 42.1% both against a target of 45.8%. The extended drier conditions this year has resulted in reduced volumes of green waste being generated by households. The Container Refund Scheme is also having a negative effect on household recycling rates through the diversion of eligible containers directly to the scheme. This has resulted in a 10% reduction in yellow lid kerbside recycling volumes collected.</p> <p>The kerbside green waste collection services was expanded to an additional 1,239 households bringing the total participating households to 15,423 (26%).</p> <p>The Garage Sale Trail held on 19 and 20 October reached a record of 118 garage sales registered across the region. Council was also awarded the 'Outstanding Achievement Award' by the organisers with an article appearing in the Redland City Bulletin.</p> <p>National Recycling Week was held during 11 and 18 November, 2019. Activities included:</p> <ul style="list-style-type: none"> - over 200 attendees at the Redland City Council Libraries Story Time activity - social media posts throughout the week - info graphic for 'Our Redlands' magazine. 	
Advocate for public transport in accordance with the Redlands Coast Transport Strategy 2041.	2.5.1	Community & Customer Services	On Track	<p>Council officers continued to liaise with network planners in the Department of Transport and Main Roads to better understand the strategic public transport network in Redlands Coast as well as advocating for a system that is suitable for the needs of the Redlands Coast community. Council officers have also engaged with the Active Travel Team in the Department of Transport and Main Roads to upgrade the priority and delivery of key cycling routes across Redlands Coast. A number of cycling routes have been upgraded to Priority A. These include key cross-boundary connections between Redlands Coast and Brisbane City as well as East Coast Road on North Stradbroke Island.</p>	
Manage planning for transport connectivity for the Southern Moreton Bay Islands.	2.5.2	Community & Customer Services	On Track	<p>The Redlands Coast Smart Mobility Trial is now operational, with the RACQ Smart Shuttle operating during weekdays on Karragarra Island. The operational phase of the trial, scheduled to run until May 2020, will provide valuable insight into the validity of autonomous technology in providing a transport service. This is particularly relevant for Council in demonstrating the viability of this transport technology in servicing isolated communities or vulnerable members of the community.</p>	
Expand the footpath and cycleway network.	2.5.3	Infrastructure & Operations	On Track	<p>Designs are underway for the future pathway upgrade and expansion program. The 2019-2020 financial year program is now complete with a significant expansion of the pathway network on Russell Island along Centre Road and other important mainland links.</p> <p>The Moreton Bay Cycleway (Victoria Point) Stage One project was completed. Council received many compliments for this project from the community. The project further expands recreational cycleways in Redlands Coast.</p>	

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>Council officers continued to participate in various working groups such as Healthy Land and Water and Monitoring Environment Steering Committee and also attended River Symposium.</p> <p>The Aquatic Habitat Assessment was completed during October and November 2019, providing valuable information regarding the habitat quality throughout Redlands Coast catchments. The bi-monthly survey for the Ambient Monitoring Program was completed in November 2019, and several aquatic and riparian weeds were reported during field work.</p> <p>Development commenced for the Redlands Coast Bay and Creeks Plan.</p> <p>The bi-monthly survey for the Sovereign Waters Lake Monitoring Program was completed in November 2019. This included monitoring of four sets of wall-mounted sea pots that are being used to investigate retrofitted habitat complexity to vertical seawalls.</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	Community consultation was completed and staff reviewed the feedback to provide future direction for the operation of the Bay Islands Aquatic Centre.	
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	An application was submitted to the State Government for funding under the Thriving Cohesive Communities Grants 2019-2021 to support community governance practice on the Southern Moreton Bay Islands (SMBI). Collaboration continued with project partners to develop community governance and deliver improved service outcomes for the SMBI.	
Continue to develop and implement the Coastal Hazard Adaptation Strategy.	3.3.1	Infrastructure & Operations	On Track	Reports for phases three and four were approved by Department of Environment and Science and Local Government Association Queensland (LGAQ). Report on phase five was drafted and revised following feedback from the Technical Working Group. A steering committee meeting is scheduled for late January 2020 with submission to LGAQ early February 2020. Consultants for phases six-eight have been engaged.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Improve access provisions to Moreton Bay.	3.4.1	Infrastructure & Operations	On Track	Preliminary design process commenced 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 boaties 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 Yoolooburabee Aboriginal Corporation (QYAC).	4.1.1	People & Culture	On Track	A total of 22 employees attended the Quandamooka Cultural Days on North Stradbroke Island. Planning commenced for the next phase of the Cultural Awareness Program, particularly for leaders in the organisation. Aboriginal Cultural Heritage Training continued to be jointly offered by Council and Quandamooka Yoolooburabee Aboriginal Corporation.	
Continue to implement culturally appropriate protocols.	4.1.2	Organisational Services	On Track	Implementation of actions from the Reconciliation Action Plan commenced in Council. Acknowledgement cards were placed in meeting rooms to promote and assist Acknowledgement of Country being delivered at meetings. Council has now included a segment in employee corporate inductions where information is provided regarding Indigenous protocols. Each attendee receives a Council specific presentation pack.	
Promote awareness and understanding of Quandamooka culture.	4.2.1	Organisational Services	On Track	Where known, Quandamooka names were used in a variety of media communications, and a fortnightly acknowledgement of Redlands Coast Traditional Owners was included in print advertising. Quandamooka culture and Council partnerships were promoted through a feature in Council's 2018-2019 Annual Report. Business as usual practice of including acknowledgment of Country and Elders in speeches continued.	
Promote traditional knowledge.	4.2.2	Organisational Services	On Track	Council continued to promote cultural awareness. The Jandai Yura/Welcome message has been incorporated as part of the after-hours support service for the Redlands Coast Visitor Information Centre. Dual naming of location/suburb throughout the Visitor Information Centre and Indigenous signage on the front of the reception desk was implemented. Yulu Burri Ba dancers performed at the Lighting of the Christmas Tree and Christmas by Starlight events where Welcome to Country was delivered. Aunty Merle Dippel delivered Welcome to Country at a volunteer thank you event held by Redland City Council.	
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 2019-2020 quarter one ILUA report was presented to the Executive Leadership Team in October 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	<p>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 Minjerribah Futures - North Stradbroke Island Economic Transition Strategy. Council continued to work with the 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 and final design and fabrication was undertaken.</p> <p>Island artist Belinda Close's Mirriginpah public art place marker was installed in Cabarita Park in December 2019.</p> <p>Planning for installation of Delvene Cockatoo-Collin's Mooloomba artwork in February 2020 is progressing.</p>	
Promote Quandamooka tourism initiatives.	4.4.2	Organisational Services	On Track	<p>Council worked with a Quandamooka chef to showcase a selection of traditional bush tucker foods, to promote Quandamooka culture and the Redlands Coast destination experiences at the Australian Tourism Export Council Meeting Place 2019, held in Brisbane on 25 November and attended by more than 450 international delegates.</p> <p>Quandamooka Traditional Owners presented Welcome to Country and traditional dance performances at Council run events including a Citizenship ceremony, Volunteer Thank You function, Lighting of the Christmas Tree and Christmas by Starlight, attended by more than 12,000 people. Council also encouraged community event organisers to engage Quandamooka Traditional Owners to present Welcome to Country and traditional dance performances with seven community events incorporating a Welcome to Country into their program, including Island Vibe, Straddie Assault, Bayside Outrigger Canoe Club Regatta, Movie in the Park, Straddie Oyster Festival, International Volunteer Day and Kozii Iron Challenge.</p>	

5. Wise planning and design



2023 Strategic Outcomes



5.1 Growth and development in the city is sustainably managed through the adoption and implementation of the Redland City Plan and Local Government Infrastructure Plan.

5.2 Redland City's character and liveability are enhanced through a program of master planning, place-making and centre improvement strategies, including maximising opportunities through the catalyst Toondah Harbour Priority Development Area and Redlands Health and Wellbeing Precinct projects to build a strong and connected Cleveland.

5.3 An effective and efficient development assessment process delivers quality development that is consistent with legislation, best practice and community expectations.

5.4 Regional collaboration and targeted advocacy drives external funding for key infrastructure upgrades and enhanced community outcomes.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Manage planning for transport initiatives and services across the city.	5.1.1	Community & Customer Services	On Track	A preliminary draft parklet design manual was developed. The development of an Urban Congestion Tool progressed, with the project moved into procurement phase. An Active School Travel Program was scoped. Council officers liaised with other South East Queensland local governments who have implemented Active School Travel Programs to help ensure an effective program is developed for Redlands Coast.	
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 projects continued to be delivered as part of development approvals and are progressively being scheduled through capital works budget reviews for delivery by Council.	
Implement actions outlined in the Cleveland Centre Traffic and Transport Action Plan 2019-2020.	5.1.3	Community & Customer Services	On Track	Council officers completed two actions from the Cleveland Centre Traffic and Transport Plan. The completed actions were the reclamation of car parks on Middle Street for greater pedestrian moveability and engaging with the Department of Transport and Main Roads in relation to the management and function of Waterloo Street. Council officers continued to liaise internally to program and deliver remaining actions.	
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	Four major amendment packages to improve the functionality and efficiency of the Redland City Plan progressed. The General Major Amendment Package received final Ministerial approval in December 2019 and will be presented to a General Meeting in early 2020, with a recommendation to set a commencement date. The other three amendment packages (Heritage, Environmental and Victoria Point Structure Plan) progressed through the amendment process in accordance with the Planning Minister's rules and guidelines. These amendment packages will remain confidential until such time as the Minister and Council give approval to commence statutory public consultation.	
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 review the content of the draft Redland Health and Wellness Precinct Stage 3 Report (conceptual land use plan and strategy). Engagement continued with Metro South Health and Redlands Mater Private Hospital regarding their future plans.	 

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Coordinate planning and guidance for future development and infrastructure delivery for local areas in the city.	5.2.2	Community & Customer Services	On Track	At its General Meeting on 20 November 2019, Council resolved to submit the draft South West Victoria Point Structure Plan and consequential major amendments to the Planning Minister for State Interest Review. The draft plan and consequential amendment package will remain confidential until such time as the Minister and Council give approval to commence statutory public consultation. At its General Meeting on 9 October 2019, Council endorsed the scope of work to be undertaken to complete the Southern Thornlands Potential Future Growth Area investigations.	
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 received Ministerial approval to proceed to public consultation. The proposed major amendment will remain confidential until such time as Council approves the commencement of public consultation.	
Develop a master plan for the Redland Aquatic Precinct Redevelopment	5.2.4	Infrastructure & Operations	Monitor	Project partners continue to explore grants and other funding options before committing to the master plan design stage, in conjunction with Redlands Coast Adventure Sports Precinct feasibility planning.	
Plan for future use of surplus commonwealth land at Birkdale. (Carried forward 2017-2018)	5.2.5	Community & Customer Services	Complete	A report was presented to Council on 20 November 2019 advising that 362-388 Old Cleveland Road East had been purchased by Council at a cost of \$4.1m (excluding GST). At the meeting, Council resolved to carry out a number of investigations on the site (e.g. heritage).	
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. This included system testing in 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 governments continued work on the SEQ City Deal project. Council is represented on the Local Government Working Group and CEO's Forum, contributing input to help shape the SEQ City Deal through major work program streams.	
Develop a strategic funding framework.	5.4.2	Organisational Services	On Track	The External Funding Unit identified 11 competitive funds and participated in two invitational external funding opportunities. Council made 16 applications across the 11 competitive funds, and outcomes of these are anticipated to be announced early to mid-2020. During this period, Council was successful in one of three applications made under the Communities Environment Program, which awarded Council with \$20,000 to deliver activities focused on fire fuel reduction adjacent to fire trails in the Scribbly Gum and Greater Glider Conservation Areas in partnership with TURSA Work for the Dole. Work continued on a risk assessment tool specific to external funding, and a preliminary report for a 10 year Capital and Operational Grant Pipeline was delivered and is now under review for further planning and improvement (for alignment with state and federal funding streams). Council remains committed to the State Government Grant Reform implementation, and Council's Chief Executive Officer has attended the first executive committee.	

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	Council continued to progress actions in the Redland City Tourism Strategy and Action Plan 2015-2020 including the development of the Redlands Coast social media strategy, improvements to the Redlands Coast tourism website, and completion of a city Wayfinding Strategy. Work continued on the City Destination Entry Sign project. Council investigated options for a self-contained caravan and recreational vehicle short-term accommodation park within Redlands Coast. Redlands Coast Visitor Information Centre received more than 1,000 walk in and telephone visitors and 7,500 website visitors.	
Contribute to the development of a Smart Cities Strategy.	6.1.2	Community & Customer Services	On Track	Council commenced development of a Redlands Coast Smart and Connected City Strategy. Consultation with businesses and community was undertaken and a draft strategy developed, which is undergoing internal review and feedback. A range of local events and activities were held, continuing to build the local innovation ecosystem. This included an innovation masterclass in November 2019 presented by the Queensland Chief Entrepreneur Leanne Kemp, in collaboration with the Redlands Coast Chamber of Commerce. Investigation commenced for an opportunity for an Innovation Hub at the Department of Agriculture and Fisheries site in Delancey Street, Cleveland.	
Implement actions in the Redland City Events Strategy and Action Plan 2017-2022.	6.2.1	Organisational Services	On Track	Council delivered 10 events attended by more than 17,300 people and supported the delivery of 19 community events, attended by more than 29,000 people. Council events included a citizenship ceremony, Mayor and CEO Excellence Awards, Long Service Recognition function, Hydrogen Round Table, Living Well Expo, Karragarra Island Autonomous Bus Launch, Australian Tourism Export Council Meeting Place 2019, Lighting of the Christmas Tree, Redlands Coast Volunteers Thank You function and Christmas by Starlight. Community events included two Queensland Triathlon Series, Island Vibe Festival, Stradbroke Island Oyster Festival, Mount Cotton Christmas in the Park, Movie in the Park, International Volunteers Day events, Holden Out for a Cure, Kozii Iron Challenge and New Year's Eve community event celebrations. Council continued to progress actions in the Redland City Events Strategy and Action Plan 2017-2022 including improvements to event pages on the Redlands Coast tourism website.	

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	On Track	Two business workshops, 'The Magnetic Facebook Business Page' and 'Digital Credibility and Conversion', were attended by more than 40 attendees. A strategic planning workshop for community organisations was delivered with 30 attendees. A workshop for Registered Training Organisations who deliver accredited training was facilitated to inform them about the State Government's Regional Skills and Investment Strategy Program. Council supported the Redlands Coast Chamber of Commerce Business and Retail Awards, which was attended by more than 700 local business and community members; and the Redlands Coast Chamber of Commerce manufacturing breakfast, which had 55 attendees. Council hosted the Redlands Coast Green Hydrogen Economy Roundtable, which was attended by 30 industry representatives.	
Continue to roll-out the city's new destination brand, Redlands Coast - Naturally Wonderful.	6.2.3	Organisational Services	On Track	The Redlands Coast Deals & Rewards App was launched in November 2019 to encourage residents and visitors to shop locally. Redlands Coast brand awareness continued to be developed through display print advertising in Council's Our Redlands Coast magazine, Redland City Bulletin's Redlands Coast Now magazine, Council-owned bus shelters, Facebook and Instagram. Ongoing development of the Redlands Coast brand website 'microsite' and online merchandise store for local businesses also continued.	
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	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 Minjerribah Futures Reference Group, which includes representation from state and local government, Quandamooka Yoolooburrabee Aboriginal Corporation, business groups and other organisations, held its inaugural meeting in November 2019.	
Identify and develop strategic opportunities for Redland City Council land holdings.	6.4.1	Community & Customer Services	On Track	The Capalaba Town Centre Revitalisation Project is in the 'Request for Detailed Proposal' phase, following the expression of interest campaign held to secure a development partner. This phase invites proponents to provide a detailed project proposal to Council and Redland Investment Corporation for consideration.	
Provide secretariat support to the Redlands Economic Development Advisory Board (EDAB).	6.5.1	Community & Customer Services	On Track	The Redlands Economic Development Advisory Board quarterly meeting was held on 31 October 2019. The meeting focused on the topic of innovation and included workshop sessions on the development of the draft Redlands Coast Smart and Connected City Strategy and Advancing Regional Innovation Program. The Redlands Economic Development Advisory Board Annual Report 2018-2019 was drafted, and will be presented to Council for consideration in early 2020.	
Deliver industry-enabling action plans and a targeted investment attraction strategy.	6.5.2	Community & Customer Services	On Track	Actions under the Education and Training Industry Sector Plan 2018-2023 continued to be progressed. The Education Roundtable, initially scheduled in November 2019, was moved to February 2020. Council is working collaboratively with education stakeholders to identify opportunities including facilitating a city-wide Courses and Careers Expo. Delivery of the Health Care and Social Assistance Industry Sector Plan 2018-2023 continued with identification of the health care and social assistance workforce training needs under the State Government's Regional Skills and Investment Strategy (RSIS) Program. In addition to the health care and social assistance industry, the RSIS program focuses on manufacturing. Two reference groups from each of the industry sectors were formed and will meet on a quarterly basis to identify workforce training needs and solutions. A pilot survey to scope local businesses in the manufacturing sector commenced.	 

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
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	The Environmental Impact Statement (EIS) phase of the Toondah Harbour Priority Development Area progressed. The EIS phase addresses all potential social, economic and environmental impacts of the proposed development during its construction and operational phases. As part of the community consultation program, a Toondah Harbour Information Centre has opened in Cleveland, available to the public three days a week.	
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	Redland Investment Corporation (RIC) received a development approval for Stage 1 of the Weinam Creek Priority Development Area (PDA) redevelopment. This includes the new public car park on Moores Road, and a footbridge and boardwalk connecting the car park to the ferry terminal. Construction of the car park has commenced. RIC is preparing a development application for the Weinam Creek PDA master plan, which will be delivered in stages and will transform the waterfront of Redland Bay, improve the usability of the transport hub, attract visitors, create jobs and drive economic development in the area.	 

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>Redland Performing Arts Centre was visited by 14,109 people, with a program of 50 activities including performances, workshops and community events held in the Centre. Highlights included performances of RESPECT, Redlands Eisteddfod, Musical Melodies 2019 final show Practically Perfect, Mater Christmas Markets, Celtic Illusion, Redland City Choir's White Christmas and Flipside Circus. Indelibility Arts performed their new collaboration of Wilbur the Optical Whale prior to taking the 'show on the road' in 2020. Redland Sinfonia recorded a film soundtrack in the Concert Hall and dance schools, schools and colleges held their end of year concerts, awards and graduation ceremonies. The Community Art Wall initiative was utilised by a local artist from mid-November to mid-December 2019.</p> <p>Redland Art Gallery hosted 16 events, activities, workshops and public programs visited by 14,538 people across venues at Cleveland and Capalaba. Exhibition highlights included Simple Treasures, an exhibition by the Coochie Art Group, Interpreting the Great Masters; Redland Yurara Art Society, Robert MacPherson; Boss Drovers and The In-Between; Papermakers and Artists Queensland.</p>	
Plan, provide and advocate for essential social infrastructure for community activities.	7.2.1	Community & Customer Services	On Track	<p>Stakeholders from the homelessness sector in Redlands Coast met for a Case Coordination and Homelessness Workshop in November 2019. As a result of this workshop, a worker tasked with developing a case-coordination and referral process for Redlands Coast will be employed for 12 months from the Redlands Community Centre.</p> <p>An important component of the Redlands Community Needs Assessment and Social Provisioning was completed by Regional Innovation Data Lab in December 2019. Work continued on development of a draft Redlands Coast Stronger Communities Strategy and a draft Redlands Coast Age-Friendly City Strategy.</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>Libraries continued to provide public spaces for community meetings, kids play groups, guest author speakers, story time, computer use, family history research, internet lessons, venues for corporate discussions and community lifestyle services. Recent Customer Satisfaction Survey results showed Council's libraries were considered important and performed with a satisfaction rating of 85%.</p> <p>Library Services continued to collaborate with the State Government through the First 5 Forever Program, which delivers literacy programs for children 0-5 years of age. This included supply and installation of new equipment in the children's spaces, increasing visitation times. Renovations were completed to the Russell Island Library, improving the space for the public and accessibility to collections.</p> <p>A new timetable for the mobile library has increased community contact hours from 16.5 hours per week to 27 hours per week. Child care and aged care facilities have been added to the weekly schedule.</p>	

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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	<p>Development of the draft Regional Sport and Recreation Precinct Master Plan included:</p> <ul style="list-style-type: none"> - continued implementation of the stakeholder engagement and consultation plan - monthly review of corporate and project risks - Project Control Group and Project Steering Committee meetings including Queensland Government involvement - biosecurity matters identified and matter management actions undertaken (e.g. spraying of fireweed and fire ant treatment) - cultural heritage study walk through review - A Councillor workshop and approval at Council's General Meeting for the draft master plan to be released for community consultation in January 2020. <p>Other activities to improve the quality and access to parks, sport and recreation facilities and activities:</p> <ul style="list-style-type: none"> - completion of 31 of 78 sub-renewal and upgrade projects - commenced investigations into additional sport and recreation land and existing facility optimisation - negotiated through development assessment positive outcomes for sport and recreation facilities and parks - completed services level review of standard of facilities for redefined park classification - completed reviews of dog off leash areas and bins with a commencement of solar compacting bin trial. 	
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 is developing a Memorandum of Understanding with the Redland Museum for the operations of the site once planning and works are complete.	
Deliver Council's Grants and Sponsorship Program.	7.3.1	Community & Customer Services	On Track	Round one of the 2019-2020 Community Grants Program assessment process was finalised. Five organisation support grants totalling \$14,328; five project support grants totalling \$49,074 and three conservation grants totalling \$26,003; together with five capital infrastructure grant applications totaling \$141,145, were approved. Round one of the 2019-2020 Sponsorship Program assessment process was finalised with seven sponsorship grants totalling \$82,000 being awarded.	
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	<p>Community outreach services undertaken by Library Services resulted in 9,282 participants being engaged in literacy-focused programs and activities across Redlands Coast. Children's programs continued to be in high demand, with 143 activities delivered at various venues this quarter. 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. Two 'Authors in Action' events were attended by 210 people. A further five adult activities were held in branches, with 286 attendees.</p> <p>My Aged Care monthly community sessions, a program developed in partnership with the Donald Simpson Centre (contracted by the Australian Government), continued and were attended by 26 participants at Redland libraries. Library Services attended the Redland Bay Men's Shed Health Expo, with 133 attendees promoting the services libraries can offer including the Words for Wellbeing Program. Home deliveries continued to be popular with 808 deliveries made in the quarter.</p>	
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.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Improve disaster preparedness.	7.5.1	Organisational Services	On Track	The Disaster Planning and Operations Team and other agencies attended multiple events in the community such as Mad Hatter Day at Wellington Point State School, Mount Cotton Christmas Carols and Christmas by Starlight. Due to bush fires across Queensland, the Local Disaster Management Group meeting and exercise, scheduled for October was postponed to early 2020. Council's Community Champions initiative was recognised at both state and national level receiving first place in the Resilient Australia Awards Queensland and Highly Commended at the National Resilient Australia Awards. Council's Local Disaster Coordination Centre annual exercise was conducted in November 2019 and tested the coordinated multi-agency response to a bushfire in Mount Cotton.	

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 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
Improve Council's Asset Management System.	8.1.1	Organisational Services	On Track	Progress on implementing Council's new asset management system continued with collaboration from a range of business units to improve data quality and to have specialists within Council's business units to gain a comprehensive understanding of the new system.	
Improve whole of Council asset management.	8.2.1	Organisational Services	On Track	<p>The Asset and Service Management Plans (ASMP) and 10 year capital planning was completed. The ASMPs have undergone a detailed review with a focus on the first three years of the plan, risk management and incorporating the community survey results. The output of the planning process is now with Council's Portfolio Management Office, who have commenced the prioritisation process and are undertaking any authorised changes to the original plan that have been identified as more project detail becomes available.</p> <p>Phase 2 of the Asset Management Project, implementing Council's new Asset Management software (Assetic), continued with the business using the test environment to become familiar with the software. Development of training packages commenced.</p>	
Improve strategic alignment.	8.3.1	Organisational Services	On Track	<p>Council's Corporate Performance Management Framework was drafted and endorsed. This new framework drives successful delivery of Council's strategic vision and plans alongside the Integrated Planning Framework.</p> <p>A review of corporate key performance indicators was conducted to ensure they continue to support effective management of organisational performance and drive organisational improvement.</p> <p>Council's Strategic Service Planning Framework was further refined and tested to support the delivery of efficient, responsive and high quality services that balance the diverse needs of our community while maintaining financial sustainability.</p>	
Improve strategic alignment and investment decisions.	8.3.2	Organisational Services	On Track	The portfolio intake for the 2020-2021 financial year was undertaken and the capital investment prioritisation refinement commenced. In addition, the draft portfolios for the 2021-2022 financial year and the 2022-2023 financial year were loaded in preparation for prioritisation to assist in confirmation of funding pipelines.	

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	Council's Portfolio Management Office continued to support stakeholders in the delivery of the approved 2019-2020 portfolio through guidance, monitoring and reporting. Implementation of the updated Capital Investment Prioritisation Model and Process commenced for the 2020-2021 portfolio intake. Asset and Service Management Plans and relevant business case documents were assessed for prioritisation. Refinement of the prioritisation commenced through the Capital Investment Working Group.	
Promote Redland City Council program and project delivery best practice.	8.3.4	Organisational Services	On Track	Governance forums were carried out in the quarter as part of program and project delivery processes. The Enterprise Investment Portfolio - Quarter 1 Report was presented to the Executive Leadership Team, providing overall status and performance. Council's project management community was supported through mentoring, coaching and process improvement through information sessions on Project Cost Management and Project Lessons Learnt. A learning program was scoped to deliver increased knowledge and capability in key project management areas.	
Improve alignment between individual and Council performance.	8.3.5	People & Culture	On Track	Research began for the new People Strategy which will be aligned with the Corporate Plan 2018-2023, improving alignment between Council objectives and individual performance.	
Deliver the Procurement Transformation Project.	8.3.6	Organisational Services	On Track	<p>Council considered the benefits of moving to the 'Strategic Contracting Procedures' and resolved to advertise a public notice in the local paper in accordance with Chapter 6 of the Local Government Regulation 2012. The notice was published 11 December 2019.</p> <p>Development continued with Council's forward contracting plan (key deliverable), procurement policy and procurement manual updates. Quarter three will see formal adoption of Strategic Contracting Procedures scheduled to be considered at General Meeting 29 January 2020, together with delivery of a program risk workshop and launch of change management and communication strategies.</p> <p>Training was completed for more than 100 internal staff, with ongoing webinar and face-to-face training in place. Uptake in usage of VendorPanel continued to be monitored.</p> <p>A VendorPanel Marketplace communication was issued to more than 3,000 suppliers. The campaign was successful, achieving above average read/response rates. Procurement website was updated to reflect more detail about future tenders, through to 30 June 2021.</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>The Change Management Portfolio had a register of 24 projects. The large and complex organisational change projects remained the same as the last report with the addition of a departmental review. Change management is now becoming an embedded expectation at project steering committees to ensure that people readiness is integrated into project timeframes and project planning. Collaboration with Council's Portfolio Management Office continued with new projects flagged for change management identified.</p> <p>Diversity and Inclusion was considered by organisational leaders in a forum to consider ways to operationalise the learning with actions to follow.</p>	
Enhance the continual improvement culture supporting service delivery.	8.4.2	Organisational Services	On Track	<p>An organisational innovation culture was supported through the delivery of a Tapping Your Creativity workshop, with 10 attendees participating during the quarter. A quarterly benefits spotlight report was developed and distributed to Council's Operational Leadership Group in an ongoing effort to strengthen benefit realisation, as well as capture and celebrate innovation and improvement occurring across the organisation.</p> <p>Council's Fleet and Waste business units saved approximately \$156,000 through procurement negotiations, with savings reinvested back into these programs. As Council's strategic procurement function continues to mature, further saving opportunities will be identified and realised through better forward planning, tender negotiations, efficiency gains and innovation.</p>	

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	On Track	<p>In partnership with the State Government, Council delivered community engagement for the Southern Moreton Bay Islands (SMBI) ferry terminal upgrade project, including open house events where residents and stakeholders could engage directly with project engineers and designers on the preliminary designs.</p> <p>Community engagement also occurred for the Redlands Coast Regional Sport and Recreation Precinct, Birkdale Land, Redlands Coast Smart and Connected City Strategy, SMBI Autonomous Shuttle Trial and planning for the Bay Islands Aquatic Centre.</p>	