

13 REPORTS FROM ORGANISATIONAL SERVICES**13.1 OPERATIONAL PLAN QUARTERLY PERFORMANCE REPORT MARCH 2020****Objective Reference:** A4633404**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 March 2020 [↓](#)**PURPOSE**

To provide an update on the overall progress of the Operational Plan 2019-2020 from 1 January to 31 March 2020.

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 three.

The attached Operational Plan Quarterly Performance Report March 2020 provides a status update and comment summarising overall progress for each of the 71 significant activities in quarter three. The information in the report has been provided by the responsible departments for each significant activity.

Of the 71 significant activities, 67 are on track, two are complete and two are being monitored but are expected to be delivered. The impacts of COVID-19 are beginning to emerge.

The completed activities are:

2.5.2 - Manage planning for transport connectivity for the Southern Moreton Bay Islands.

4.4.1 - Contribute to the implementation of the North Stradbroke Island Economic Transition Strategy and Redland City Economic Development Framework 2014-2041.

The activities being monitored are:

2.3.1 - Plan and deliver waste management services to meet current and future needs for the City.

5.2.3 - Identify and protect places of European heritage significance.

Table 1

Status of significant activities in the Operational Plan 2019-2020	
On Track	67
Monitor	2
Complete	2
Total	71

SUMMARY

A more detailed summary of the progress of each significant activity for quarter three is outlined in the attached Operational Plan Quarterly Performance Report March 2020.

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	March 2020	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	March 2020	The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2019-2020.
Community and Customer Services General Manager Community and Customer Services	March 2020	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	March 2020	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 Pty Ltd (RIC) Chief Executive Officer - RIC Communications Specialist - RIC	March 2020	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 March 2020.

Option Two

That Council requests additional information in relation to the attached Operational Plan Quarterly Performance Report March 2020.

OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2020/156

Moved by: Cr Peter Mitchell

Seconded by: Cr Wendy Boglary

That Council resolves to note the Operational Plan Quarterly Performance Report March 2020.

CARRIED 10/0

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

Cr Paul Gollè was absent from the meeting.



Operational Plan 2019 - 2020

January to March 2020



Council's Strategic Priorities 2016-2020

In 2016, Redland City Council identified a number of 'strategic priorities' to help shape the Council's strategy to succeed and address the areas of greatest opportunity and challenge for the Redlands Coast and its place in the region.

The strategic priorities guide prioritisation and investment in transformational initiatives and actions over the Council's four year term alongside the commitments in our Corporate Plan and other responsibilities to the community. The priorities also ensure there is clear alignment with the goals and priorities of the State and Federal governments for a liveable, prosperous and sustainable South East Queensland region.

The activities that deliver Council's priority outcomes are reflected in our Operational Plan and can be identified throughout this report by the symbols below.



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

Council will facilitate and support investment, local business and tourism growth to help create new jobs across the city through strong industry partnerships and regional connections.



Branding Identity - Creating a shared identity for the city

Council will lead the development of a shared identity for the city that celebrates our unique characteristics and positions the city as a tourism destination in the South East Queensland region.



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

Council will plan for the future development of the city that retains and enhances our quality of life [and natural and cultural assets] while facilitating the activation of vibrant mixed-use centres and places focused around transport and lifestyle options.



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

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



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

Council will provide and facilitate access to a broad range of high-quality community venues, facilities and precincts that attract new talent and contribute to the active, cultural and educational lives of residents, students and visitors across the city.

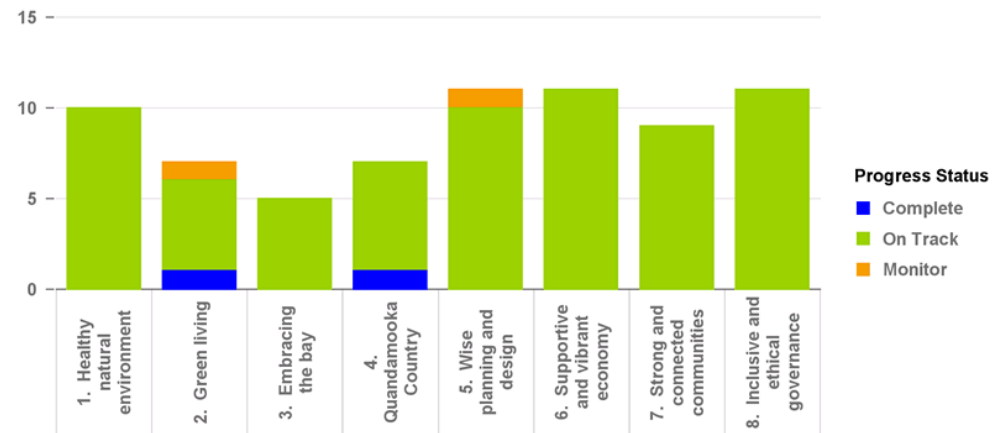
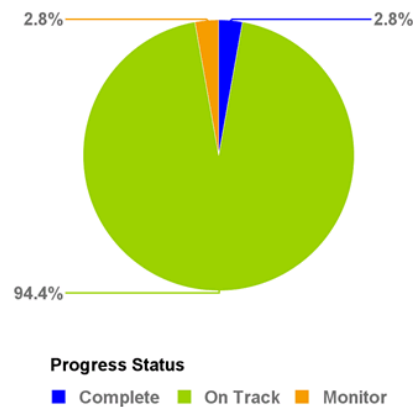


A Smart City - Positioning Redlands Coast as a smart innovative city

Council will plan and advocate for investment in smart local and regional solutions that address community needs and opportunities and support collaborative innovation ecosystem growth.

Vision Outcome – Quarter Summary

Vision Outcome	Complete	On Track	Monitor	Total
1 Healthy natural environment	0	10	0	10
2 Green living	1	5	1	7
3 Embracing the bay	0	5	0	5
4 Quandamooka Country	1	6	0	7
5 Wise planning and design	0	10	1	11
6 Supportive and vibrant economy	0	11	0	11
7 Strong and connected communities	0	9	0	9
8 Inclusive and ethical governance	0	11	0	11
Total	2	67	2	71

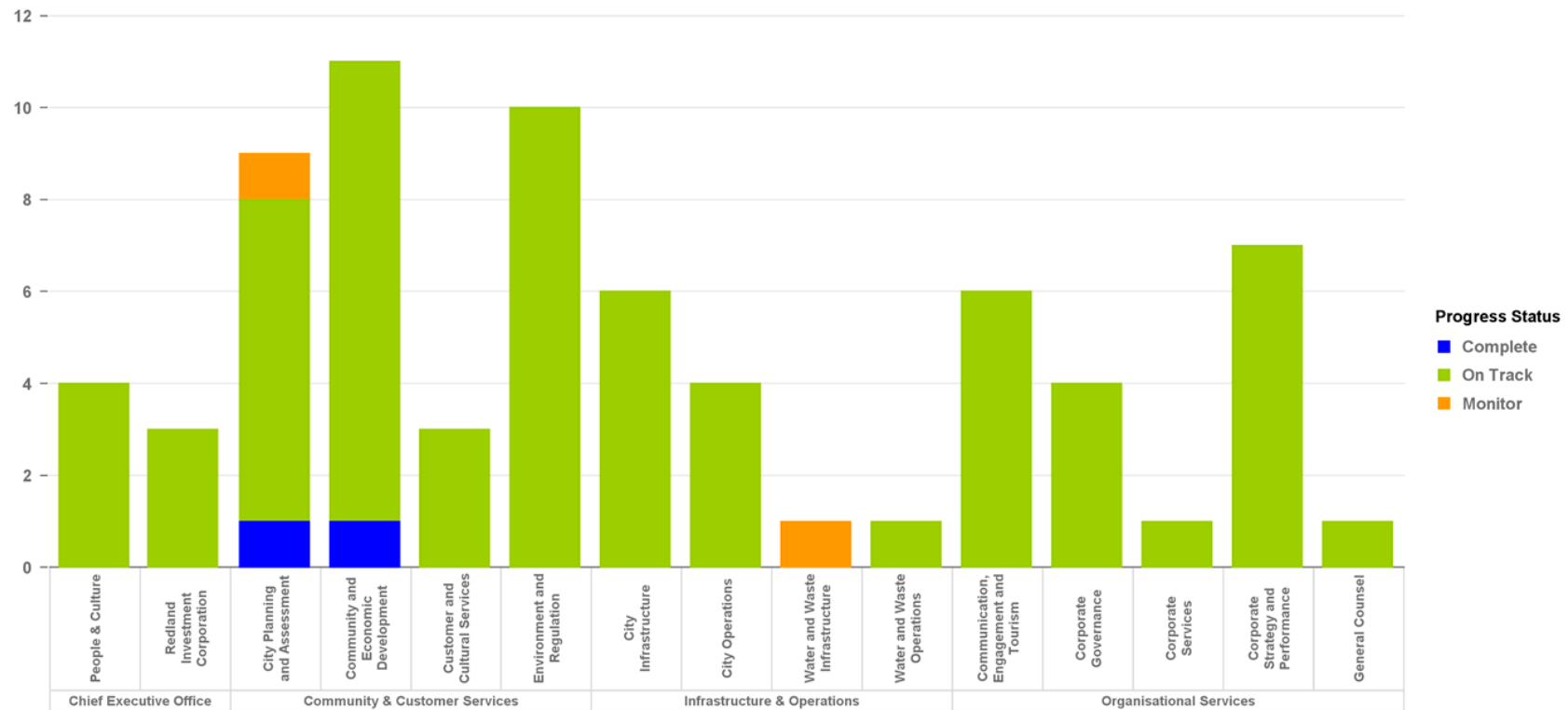


- On Track** The significant activity is progressing on time and on budget and is on track for delivery.
- Monitor** There are issues with timeframes and/or budget but it is still expected that with close monitoring the significant activity will be delivered.
- Complete** The significant activity has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

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Organisational Performance – Quarter Summary

Department	Complete	On Track	Monitor	Total
Chief Executive Office	0	4	0	4
Community & Customer Services	2	33	1	36
Infrastructure & Operations	0	11	1	12
Organisational Services	0	19	0	19
Total	2	67	2	71



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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	A total of 321 sites are currently being maintained across Redlands Coast. These works have occurred within priority catchments including Tarradarrapin, Hilliards, Coolnwynpin, Moogurrapum, Erapah and Native Dog Creeks. The majority of the maintenance works completed were undertaken on Russell and Macleay Islands. Quarter three has seen significant plantings with 2,600 plants at Saint Andrew's Avenue, Birkdale, 2,000 plants at Valleygreen Close, Redland Bay and 20,310 plants at Bibury Street, 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 across Redlands Coast. Since the Program commenced, 730 private properties and 138 public places have been surveyed. A total of 118 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 33,525 known domestic dogs and cats in Redlands Coast, 85% are desexed and 89% are microchipped. Council received and investigated 22 complaints relating to pest animals.</p> <p>Officers attended the Queensland Biosecurity Act working group meeting. Draft Biosecurity Act implementation tools were provided for trial by operational teams. A 12-month review of the Redlands Coast Biosecurity Plan 2018-2023 commenced with formal feedback received via Council's Your Say web page. A six week social media campaign was delivered via Council's Facebook page on General Biosecurity Obligations (GBO). Draft flyers for GBO were developed for distribution to targeted key external stakeholders.</p> <p>Council officers attended the Cactus workshop held by Biosecurity Qld. Council partnered with the Minjerribah Pest Management Group to develop and provide fox control maps for the 2020 targeted trapping program, including advice on community awareness options.</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>Priority area mapping continued to progress, incorporating areas identified in the Wildlife Connections Plan 2018-2028 and the Koala Conservation Strategy 2016 as well as environmental partnerships and other areas of significance, into one system.</p> <p>A process for considering land dedication proposals as a result of development applications was implemented to check consistency with the Wildlife Connections Plan 2018-2028 and the Koala Conservation Strategy 2016 as well as operational maintenance considerations before ownership of land is accepted by Council.</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 31 customer requests were resolved in quarter three.</p> <p>Officers undertook proactive compliance inspections and monitoring on all major development sites at least once a month to ensure best practice erosion and sediment control implementation, and to minimise the release of contaminants and environmental impacts.</p> <p>Large rain events in January and February 2020 saw an increase in stormwater and runoff related requests. Proactive monitoring on smaller development sites was temporarily reduced to accommodate the increase in customer requests, but has since resumed.</p>	
Continue implementing a program to plant one million native plants across Redlands Coast by 2026.	1.1.5	Infrastructure & Operations	On Track	<p>Since the 'One Million Native Plant' project started in 2017, a total of 357,851 plants were planted. In 2019-2020 a total of 67,414 plants have been planted by Council and Bushcare, and 32,606 were planted in quarter three. The most significant of the plantings occurred within Hilliards Creek Catchment at Bibury Street, Wellington Point. A total of 20,310 plants were planted at Bibury Street accounting for 6,575m2 of riparian planting area and 1,070 koala food trees.</p>	
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>Delivery of Council's Koala Conservation Action Plan 2016-2021 (KCAP) continued. This included work on a range of research projects that were implemented in 2019 to consolidate foundational work that commenced in 2018. Interim reports have been completed for each project. The KCAP has seven ongoing major projects that are being delivered by three separate research groups.</p> <ol style="list-style-type: none"> 1. Ormiston koala safe neighbourhood koala monitoring - University of Sunshine Coast (USC). 2. Koala scats genetic sampling for three potential new Koala Safe Neighbourhood areas (Birkdale, Mount Cotton and Thornlands areas) – USC. 3. Koala genetic surveys and analysis for North Stradbroke Island (Minjerribah) – USC 4. Ormiston smart sign driver awareness project – Griffith University Applied Road Ecology Group. 5. Driver Wildlife Awareness 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 continued to work extensively with the Local Government Association of Queensland and Department of Environment and Science (DES) regarding development of the State Government South East Queensland Koala Conservation Strategy. Council provided a formal response to the South East Queensland Koala Habitat Mapping in December 2019, with responses to the South East Queensland Koala Conservation Strategy provided in January and February 2020.</p> <p>Council officers liaised extensively with DES regarding the release of koalas from Minjerribah on the mainland while protocols for quarantine and release are developed in liaison with the Quandamooka Yoolooburrabee Aboriginal Corporation. The capture and release of ambassador koalas for the selected areas of Birkdale, Thornlands and Mount Cotton was postponed under Queensland Health measures to slow the spread of COVID-19.</p> <p>Koala surveys on Minjerribah using drones have been delayed due to incidents of fire, rain events and under Queensland Health measures to slow the spread of COVID-19. Council delivered a presentation to the Department of Transport and Main Roads on a number of solutions to improve mitigation outcomes for koalas crossing roads in Redlands Coast.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Enhance community education, awareness and involvement in environmental and wildlife management.	1.2.2	Community & Customer Services	On Track	<p>Work commenced on a city-wide citizen scientist project that encompasses four koala safe priority areas. This includes the development of project tools and information in collaboration with a newly formed working group of existing citizen scientists from the Ormiston area. The objective is for Council to continue to collect high-value data on koala population dynamics through community participation.</p> <p>Development of a strategy for the 2020-2021 community engagement and koala awareness campaigns commenced, with a draft communication plan and media brief prepared.</p> <p>Officers partnered with Birdlife Australia, Logan City Council and Gold Coast City Council to develop a proposal and draft plan to broaden the Redlands Coast Coastal Raptor Citizen Science project to include Logan City Council and Gold Coast City Council areas and recruit new volunteers. Officers partnered with the Australian Citizen Science Association to support the City Nature Challenge 2020. Officers continued to refine a 'Right Plant Right Place' database to support the community in identifying suitable local native plants for a specific location.</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>The total number of properties engaged in environmental partnership programs remained at approximately 500, with more than 3,500 plants distributed to participants in quarter three.</p> <p>Six community Bushcare extension visits were completed in addition to holding the Annual Bushcare convener's workshop, where Bushcare participants met for a group training and networking day.</p> <p>A significant number of social media posts, live feeds and workshops were delivered online, increasing late in quarter three in light of restrictions due to COVID-19 preventing public events.</p>	
Enhance the visitor experience of natural assets across Redlands Coast.	1.4.1	Infrastructure & Operations	On Track	<p>Upgrades and repairs to the walking trail network through IndigiScapes were undertaken in conjunction with the Centre's reopening in February this year. Repairs to an eroded fire access trail at the eastern escarpment have occurred with the addition of bollards and signage to prevent unlawful access by 4WDs which will assist in a more usable trail for visitors.</p> <p>Council maintained the experience of walkers and cyclists by timely clearing of fallen trees from mountain bike and walking tracks after previous rain events. Renewal and replacement of old fencing on Coochiemudlo foreshore was undertaken which both protects the foreshore vegetation and improves visual amenity and experience for users.</p> <p>One kilometre of a new fire trail was added to Heinemann Road Conservation Area to add to existing trail works that enhance recreational connectivity between the reserve, Mount Cotton Park and Bayview Conservation Area.</p> <p>Council's mapping system was updated to include new or revised trails to assist in visitor wayfinding with up to date and accurate information.</p>	
Continue to improve the customer experience at IndigiScapes.	1.4.2	Community & Customer Services	On Track	<p>The IndigiScapes Centre refurbishment was completed, and officially opened to the public on Friday 21 February 2020. Council officers moved into the new administration building and IndigiScapes Centre in February 2020.</p> <p>The development and delivery of the IndigiScapes event and workshop calendar continued until the Centre was closed to the public on Monday 23 March 2020 due to COVID-19 restrictions.</p> <p>Prior to closure, the new centre was making a significant contribution to enhancing the experience of residents and visitors alike, with positive feedback received about the Discovery Centre, theatre, café, gift shop and grounds.</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>The Energy and Emissions Dashboard, which monitors Council's electricity usage and carbon emissions, indicated an increase in energy consumption at Council's large sites in quarter three. Many residents staying home due to COVID-19 restrictions, contributed to an increased demand on Wastewater Treatment Plants, which is likely to be a contributing factor. Energy from Council's four solar panel systems continued to be exported to the grid.</p> <p>Council officers continued to progress the upgrade of the South Street Depot lighting fixtures to improve energy efficiency at this site.</p>	
Provide educational opportunities to the community.	2.2.1	Community & Customer Services	On Track	<p>Two Council-branded water-refilling stations were purchased for installation at the IndigiScapes Environmental Education Centre. The stations offer an opportunity for visitors to reduce plastic waste by providing a water fountain to drink from or to fill their water bottles. The display on the station shows users how much plastic waste has been reduced through refilling.</p> <p>The IndigiScapes Centre Café (Indigi Café) reopened, delivering sustainable food messaging and initiatives via reduced food waste and ongoing communication to customers regarding why the Indigi Café does not provide takeaway coffee cups or plastic straws. The community embraced the environmental initiatives with the Indigi Café recording high patronage throughout the reopening period.</p> <p>Resources and material included in the IndigiScapes Discovery Centre highlight pollution prevention, sustainable water management and reduced plastic considerations. Planning for the Green Living Expo 2020 at IndigiScapes has been put on hold due to COVID-19 restrictions.</p>	
Plan and deliver waste management services to meet current and future needs of the city.	2.3.1	Infrastructure & Operations	Monitor	<p>Development of the draft Waste Reduction and Recycling Plan 2020-2023 continued, along with significant advancement of the bulk waste disposal plan contractual arrangements.</p> <p>New field work investigations commenced at Judy Holt Park closed landfill. Discussions occurred with The Department of Environment and Science regarding a new project plan for this site. The northern batter capping and leachate collection system was deferred pending the outcome of the field investigations. Other closed landfill site inspections and monitoring continued.</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 in quarter three was 44.8%, and year to date is 43.3% both against a target of 45.8%. Significant rainfall in mid-February resulted in higher than average green waste generated from households. In March, the COVID-19 restrictions saw more residents staying at home and undertaking home maintenance, resulting in increased green waste levels received by the kerbside collections and the Waste Transfer Stations. The kerbside green waste collection is now accessed by 15,830 households, resulting in 26.4% of eligible properties participating in the service and captured 1,771 tonnes of green waste for composting in quarter three. RecycleWorld at Redland Bay was temporarily closed due to COVID-19 restrictions.</p> <p>Community engagement in quarter three included:</p> <ul style="list-style-type: none"> - E-waste drive to the islands including North Stradbroke Island, Coochiemudlo, Russell and Macleay Islands, - messages and support for the launch of the IndigiScapes opening, - support for the 'Be a lunchbox hero' event at IndigiScapes'. <p>Planning and coordination occurred for a number of activities and community engagement:</p> <ul style="list-style-type: none"> - National Composting Week and Stop Food Waste Day, - what happens to green waste education, - Clean Up Australia Day event both internally and externally to Council, - hosted the regional Queensland Waste Educator Group meeting. 	
Advocate for public transport in accordance with the Redlands Coast Transport Strategy 2041.	2.5.1	Community & Customer Services	On Track	Council officers liaised with Department of Transport and Main Roads network planners to advocate for a more efficient bus network across Redlands Coast, to create a network that provides a more viable transport choice for the community with a particular focus on improving public transport options in the southern portion of the City as well as peak hour services for commuters.	
Manage planning for transport connectivity for the Southern Moreton Bay Islands.	2.5.2	Community & Customer Services	Complete	The Redlands Coast Smart Mobility Trial on Karragarra Island concluded. After four months of operation, the autonomous vehicle travelled more than 1,200km and carried more than 750 passengers. During the trial, the project team acquired valuable insight as to how an autonomous vehicle operates in live traffic and how this type of transport technology could potentially be applied to different scenarios across Redlands Coast.	
Expand the footpath and cycleway network.	2.5.3	Infrastructure & Operations	On Track	Design for the 2020-2021 expansion program was completed. Fifty per cent of the current stage of the Moreton Bay Cycleway Project (School Road, Victoria Point to Lakefield Drive, Victoria Point) was 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	Council continued to participate in various working groups such as the Healthy Land and Water, Monitoring and Evaluation Steering Committee, SEQ Water by Design Steering Committee and Moreton Bay Ramsar Wetland Stakeholder Network. Council officers also participated in events such as the SEQ Stormwater Community of Practice and Cooperative Research Centres Water Sensitive Cities workshops. The Ambient Water Quality Monitoring Program continued in quarter three, concluding in March 2020. Several aquatic and riparian weeds were reported, and the identification of areas of significant creek erosion observed. This monitoring assists with prioritising resources for remedial and maintenance works. The Sovereign Waters Lake water quality monitoring program continued in quarter three. Officers continued to develop the Redlands Coast Bay and Creeks Plan.	
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	Council continued to operate the Bay Island Aquatic Centre as per agreed hours. Council is currently in negotiations with Education Queensland to extend the agreement for a further six months as decided at the General Meeting held on 26 February 2020. On 26 March the Centre was temporarily closed, in compliance with a directive from Queensland Health relating to COVID-19.	
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	Ongoing collaborative work on the Southern Moreton Bay Islands (SMBI) has provided a platform to coordinate the COVID-19 SMBI Working Group, including the COVID-19 SMBI Advisory and COVID-19 SMBI Community Leaders Sub-Groups. This working group, which reports to the Redland City Local Disaster Management Group, is developing systems to treat community vulnerabilities throughout the crisis, building capacity and sustainability for post-crisis social development in accordance with the SMBI Collaborative Action Plan.	
Continue to develop and implement the Coastal Hazard Adaptation Strategy.	3.3.1	Infrastructure & Operations	On Track	Phase 5 of the Coastal Hazard Adaptation Strategy was submitted for Local Government Association Queensland approval. A consultant was engaged for Phases 6-8 of the Strategy.	
Improve access provisions to Moreton Bay.	3.4.1	Infrastructure & Operations	On Track	A Deed of Agreement was finalised between Council and the Queensland Government for the Southern Moreton Bay Island Ferry Terminal Upgrade Project. The design process commenced for all four sites.	

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	Two Quandamooka Cultural Days on North Stradbroke Island were organised in quarter three, with 16 employees attending. Council continued to implement deliverables from the 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	Reconciliation Action Plan initiatives continued to progress with Cultural Information Sessions delivered throughout the organisation and Acknowledgement of Country being delivered in meetings. Corporate inductions for new employees continued with an Indigenous information pack given to each attendee. The Reconciliation Action Plan Implementation Committee advocated and promoted the Reconciliation Action Plan by visiting various locations of Council to discuss the story of 'Kanara Malara' with employees, hanging the reproduced artwork within prominent locations. The Communications Plan for the Reconciliation Action Plan was completed.	
Promote awareness and understanding of Quandamooka culture.	4.2.1	Organisational Services	On Track	Council promoted through media the completed North Stradbroke Island (Minjerribah) place markers. The Amity Point (Pulan) place marker designed by Quandamooka artist Belinda Close was promoted in February 2020 and the Mulumba (Point Lookout) place marker designed by Quandamooka artist Delvene Cockatoo-Collins was promoted in March 2020. Where known, Quandamooka place names were used in a variety of media communications and acknowledgement of Quandamooka Traditional Owners was included in fortnightly print advertising and on Council's website.	
Promote traditional knowledge.	4.2.2	Organisational Services	On Track	Council continued to promote cultural awareness. The Capalaba artwork sculpture named Passages was completed. Quandamooka people were invited to attend and deliver Welcome to Country at the Australia Day Awards and the Creative Arts Program Launch.	
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 of ILUA activities. The ILUA quarterly report was presented to the Executive Leadership Team in February 2020.	

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	Complete	<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.</p> <p>Council continued to work with the Quandamooka Yoolooburabee Aboriginal Corporation (QYAC) to deliver two Quandamooka-inspired place markers designed by Quandamooka artists which have now been installed at Amity and Point Lookout. Island artist Belinda Close's Mirringpah public art place marker was installed in Cabarita Park in December 2019 and Delvene Cockatoo-Collin's Mooloomba artwork in March 2020. This concludes stage 1 of Project 13 with management of stage 2 (placemaker at Dunwich) the responsibility of QYAC.</p>	
Promote Quandamooka tourism initiatives.	4.4.2	Organisational Services	On Track	<p>Council worked with Quandamooka Traditional Owners to promote Quandamooka cultural experiences on Redlands Coast to support the 2020 Year of Indigenous Tourism. Council officers attended the First Nations Tourism Consultation in Brisbane facilitated by Queensland Tourism Industry Council to develop the First Nations Tourism Plan for Queensland. Council worked with Quandamooka Yoolooburabee Aboriginal Corporation to install the place marker and eugarie sculptures designed by Delvene Cockatoo-Collins at Mulumba (Point Lookout) as part of the Economic Transition Strategy funded by the Queensland Government.</p> <p>Quandamooka Traditional Owners presented Welcome to Country and traditional dance performances at Council-run events including Redlands Coast Australia Day Awards, Australian Citizenship Ceremony, IndigScapes Centre re-opening, Redland City Education Roundtable and the Creative Arts Redland Program Launch. Council met and liaised with community event organisers to engage Quandamooka Traditional Owners to present Welcome to Country and traditional dance performances. Three community events incorporated a Welcome to Country into their program including Bayside Vehicle Restorers Club, RATS Summer Sprint and All for One Wellness Expo.</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	The Urban Congestion Tool was initiated and Council officers commenced working with Logan City Council, Gold Coast City Council, the Department of Transport and Main Roads and the Local Government Association of Queensland to deliver a region-wide spatial tool to assist in transport planning and inform future network upgrades.	
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 programming and 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 engaged with key internal stakeholders to identify a number of actions to be delivered for the 2020-2021 financial year to improve pedestrian safety and connectivity in the Cleveland Centre.	
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 adopted a general major amendment package to the City Plan on 29 January 2020. The general major amendment package came into effect on 19 February 2020. Three other major amendment packages addressing Local European Heritage, Environmental corridors and habitat and the Victoria Point Local Plan are currently at various stages of the State interest review process as outlined in the Minister's Guidelines and Rules under the Planning Act 2016. These amendment packages will remain confidential until such time as the Minister and Council have given 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 continued to engage with Metro South Health and Redlands Mater Private Hospital regarding their future plans in the context of the draft Redland Health and Wellness Precinct Stage 3 Report (conceptual land use plan and strategy).	 

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	<p>Council received State Interest assessment comments on the draft South West Victoria Point Local Plan to the Redland City Plan 2018 on 24 February 2020. The State Interest assessment comments are currently being reviewed. The draft Local Plan and consequential amendment package will remain confidential until such time as the Minister and Council give approval to commence statutory public consultation.</p> <p>Council commenced investigations of the Southern Thornlands Potential Future Growth Area. In accordance with Council resolution 19.3 at its General Meeting on 9 October 2019, the study will remain confidential until a City Plan amendment is released for public consultation, or in the event the Southern Thornlands Potential Future Growth Area Study does not require any amendment to the City Plan, until Council has prepared a communication plan to inform the community of the outcomes of the study.</p>	
Identify and protect places of European heritage significance.	5.2.3	Community & Customer Services	Monitor	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 remains confidential until such time as Council considers further budgetary implications and approves the amendment for public notification.	
Develop a master plan for the Redland Aquatic Precinct Redevelopment	5.2.4	Infrastructure & Operations	On Track	Council continued to progress an opportunity for design and master planning for the Redland Aquatic Precinct to be included in the concept for an integrated Redlands Coast Adventure Sports Precinct.	
Maintain effective systems and processes that underpin quality and timely decision making for development applications.	5.3.1	Community & Customer Services	On Track	Council's systems and processes continued to be refined to ensure effective implementation of planning instruments. This included development and testing of new event processes for development inspections 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	<p>Council officers identified 19 competitive funds in quarter three, in addition to participating in two invitational opportunities. Council submitted four applications in quarter three, with a further three applications still under development. In response to COVID-19, Council had one funding opportunity cancelled and a funding application put on hold.</p> <p>Council was successful in two applications, one under the School Transport Infrastructure Program, which awarded Council with \$79,000 towards safety works for Birkdale State School, and one under the First 5 Forever Project Grants (Round 2), which awarded Council with \$23,845 towards Jandai language kits. Council is still awaiting outcomes on 13 applications across state and federal funds.</p> <p>Work continued on a risk assessment tool specific to external funding, and a 10 year capital and operational grant pipeline was finalised and aligned with known state and federal funding opportunities.</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	Council continued to progress actions in the Redland City Tourism Strategy and Action Plan 2015-2020 including the development of the volunteer ambassador program, customer service training program and development of Coochiemudlo Island and Cleveland maps. Work continued on the City Destination Entry Sign project including concept design finalisation and material selection. Redlands Coast Visitor Information Centre received more than 1,050 walk in and telephone clients and 5,300 website visitors. The Redlands Coast Tourism Subcommittee met twice in quarter three and included representatives from the Quandamooka Yoolooburrabee Aboriginal Corporation, Redlands Coast Chamber of Commerce, Straddie Chamber of Commerce, Southern Moreton Bay Chamber of Commerce, Scouts Queensland and tourism representatives from Coochiemudlo Island and mainland businesses.	
Contribute to the development of a Smart Cities Strategy.	6.1.2	Community & Customer Services	On Track	Drafting of the Redlands Coast Smart and Connected City Strategy progressed, with a progress report noted by Council on 26 February 2020. The Advancing Regional Innovation Program (ARIP), in conjunction with the Australian Government and Fiftysix Creations, delivered a new digital literacy program for seniors. The program offered one-on-one 30 minute sessions covering topics including social media, health, shopping and banking services to assist seniors to access support and assistance during COVID-19 restrictions. Council resolved to establish a targeted grants program aimed at both relief and recovery efforts for small businesses and community organisations affected by COVID-19. The program includes provision for innovation under ARIP.	
Implement actions in the Redland City Events Strategy and Action Plan 2017-2022.	6.2.1	Organisational Services	On Track	Council delivered four events attended by more than 1,465 people and supported the delivery of 15 community events, attended by more than 64,762 people. Council events included three citizenship ceremonies and the Redlands Coast Australia Day Awards function. Community events included The 5K Foam Fest, Elton John Day on the Green, Bayside Vehicle Restorers Club Rally, Movie in the Park, RATS Summer Sprints, Cold Chisel Day on the Green, All for One Wellness Expo, Redlands Coast Sports Gala, Redland Bayside Blues Festival, Queensland Triathlon Series and Battle of the Bays Paddling event. Council continued to progress actions in the Redland City Events Strategy and Action Plan 2017-2022 including improvements to the events portal and the development of the targeted sponsorship for civic and signature events program.	

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	<p>Council delivered a Strategic Planning workshop on 3 March 2020 at the Wellington Point Sports Club with 22 attendees and a Financial Management Webinar on 31 March 2020 with 24 attendees, which were both well received.</p> <p>Council partnered with the University of Queensland's Healthy Ageing Initiative and DMA Engineers to deliver a Longevity by Design charrette, held in Brisbane on 6 February 2020. The charrette brought together 121 practitioners from more than 60 private and community-based organisations, government bodies and educational institutions to challenge the way communities and buildings are currently designed for life in later years. Sixteen teams took on the design challenge set in Redlands Coast.</p> <p>A Crime Prevention Through Environmental Design Training course was held for 20 people on 28 February 2020 at IndigiScapes. Council officers also participated in a wide range of external events focused on the National Disability Insurance Scheme, homelessness, mental health, community development, place-based practice and other initiatives.</p> <p>Reference committee meetings were held for the manufacturing sector, health care and social assistance sector and the education roundtable. Council supported the Redlands Coast Chamber of Commerce 'Going for Gold' event and Redlands Coast Chamber of Commerce Business Breakfast.</p>	
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 developed to encourage residents and visitors to shop locally was extended. Redlands Coast brand awareness continued to be developed through print advertising, 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. The Minjerribah Futures Reference Group, which includes representation from state and local government, Quandamooka Yoolooburrabee Aboriginal Corporation, business groups and other organisations, met in February 2020 to progress the work of the group's sub-committees to improve the tourism experience on the island.	
Identify and develop strategic opportunities for Redland City Council land holdings.	6.4.1	Community & Customer Services	On Track	Shayher Group was appointed as the preferred expression of interest (EOI) proponent following the EOI campaign held to secure a development partner. Commercial agreements between Council and Shayher Group are currently under negotiation.	
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 Annual Report 2018-2019 was noted at Council's General Meeting on the 12 February 2020. Board members provided input in relation to Council's response to COVID-19.	

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>The third Education Roundtable, a key initiative under the Education and Training Industry Sector Plan 2018-2023, was held in February 2020. Planning for a city-wide Courses and Careers Expo commenced with principals and school representatives providing input and support. Implementation of actions of the Health Care and Social Assistance and Rural Enterprises industry sector plans continued including planning for a Health Care and Social Assistance Summit.</p> <p>A survey of manufacturing businesses was completed and an analysis of the survey results will assist with framing a Manufacturing Industry Sector Plan. Council also commissioned a manufacturing preliminary analysis study, which will report on a comprehensive environmental scan of the economic, socio-cultural, technological and regulatory opportunities and constraints affecting manufacturing in Redlands Coast, and identify opportunities for the sector's growth.</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	The Environmental Impact Statement (EIS) phase continued. As the EIS progressed, fact sheets were produced and provided to Councillors and the Redlands Coast community. As part of the environmental assessment process, focus groups were recruited. Topics covered include wetlands and shorebirds, coastal processes and water quality, and koalas.	
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 continued preparing the development application for the master plan of the Weinam Creek Priority Development Area (PDA). Stage 1 of the Weinam Creek PDA continued. This includes construction of the car park on Moores Rd, Redland Bay, and a footbridge and boardwalk connecting the car park to the ferry terminal.	 

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 (RPAC) was visited by a total of 9,122 people, with a program of 35 activities including performances, workshops and community events held in the Centre. Highlights included the first Musical Melodies performance for the 2020 season Mad Maestros, sold out performances by Anh Do and The 91 Storey Treehouse. RPAC Entrepreneurial performances and events included Mission Songs by Jessie Lloyd, Creative Arts Redlands 2020 Program Launch and RPAC's 12th birthday. Community groups continued to utilise the venue for rehearsals and workshops. The Community Art Wall initiative was utilised by local artists from Redlands Creative Alliance from mid-March to mid-April 2020. RPAC was temporarily closed on 16 April 2020 due to COVID-19 restrictions, with 10 events cancelled.</p> <p>Redland Art Gallery (RAG) hosted 20 events, activities, workshops and public programs visited by 14,492 people across venues at Cleveland and Capalaba. The 2020 RAG exhibition and events program was launched and eight exhibitions were featured in quarter three. The galleries were temporarily closed on 23 March 2020 due to COVID-19 restrictions, with exhibitions: Living Treasures: Masters of Australian Craft Prue Venables and Wildish: Emma Gardner closed early and three events cancelled.</p>	
Plan, provide and advocate for essential social infrastructure for community activities.	7.2.1	Community & Customer Services	On Track	Drafting of the Stronger Communities Strategy was completed. The draft Strategy utilised the Redlands Community Needs Assessment and Social Provisioning Analysis, which was recently completed by the Regional Innovation Data Lab. Council continued to work on the development of human and social service capacity mapping in Redlands Coast. This work will support social service capacity integration into strategic planning, ensuring that changing community needs are appropriately supported by the social service system. Drafting of the Age Friendly Cities Strategy was also completed.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
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 in quarter three for the following programs: morning children's programs, school holiday activities, guest authors and presenters, family history research, technology lessons particularly for seniors, and venues for corporate discussions and community lifestyle services. A new co-working space was implemented at Cleveland Library that can accommodate eight people with devices.</p> <p>The Adult Literacy Program continued to assist those in the community who have low levels of reading and writing. An additional 12 volunteers were recruited, trained and matched with learners. A new Saturday STEAM (Science, Technology, Engineering and Mathematics) program was introduced. The program, aimed at engaging families, has been popular with an average of 30 participants per session.</p> <p>Libraries were temporarily closed in the last two weeks of March 2020 due to COVID-19 restrictions. Council continues to provide story time and children's activities online to the community, and is utilising the Cleveland Library for internal meetings.</p>	
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"> - release of the draft master plan in January 2020 following a Council resolution in December 2019, - completion of community and stakeholder consultation and incorporation of relevant feedback into finalisation of plan, - monthly reviews of corporate and project risks, - approval of an extension of the Queensland Government Deed of Grant schedule to 31 May 2020, - Project Control Group and Project Steering Committee meetings including Queensland Government involvement. <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 47 of 90 sub-renewal and upgrade and community infrastructure projects, - continued investigations into sport and recreation land use, - released a request for consultancy services to review existing facility optimisation levels and develop a five year facility action plan, - continued negotiations through development assessment for positive outcomes for sport and recreation facilities and parks. 	
Plan for the future use of the Willard's Farm site.	7.2.4	Infrastructure & Operations	On Track	Council has prepared and is now finalising negotiations for a Memorandum of Understanding with the Redland Museum to jointly investigate the feasibility and future use of the Willards Farm Site.	
Deliver Council's Grants and Sponsorship Program.	7.3.1	Community & Customer Services	On Track	<p>Round two of the 2019-2020 Community Grants Program closed on 2 March 2020. Two conservation applications, 17 project support applications and 16 organisation support applications were received. Round two of the 2019-2020 Sponsorship Program closed on 16 March 2020, with 16 sponsorship applications received.</p> <p>Due to COVID-19, the current round has been deferred until an appropriate time in the financial year 2020-2021 with available funds of \$288,170 redirected to a COVID-19 Relief and Recovery Response Grants Program. The program will target local businesses impacted by COVID-19 and community organisations providing support to community members impacted by COVID-19.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
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 7,492 participants being engaged in literacy-focused programs and activities across Redlands Coast. Children's programs continued to be in high demand, with 160 activities delivered at various venues in quarter three. These programs included after school activities, technology programs and First 5 Forever, a Queensland Government-funded program to support early literacy for children aged 0-5 years. Fifteen 'Authors in Action' events were attended by 436 people.</p> <p>Council officers attended the Wellness Expo held by the Capalaba Community Centre. Home deliveries continued to be popular with 692 deliveries made in quarter three. Council officers promoted the services that Council libraries can offer, including the Words for Wellbeing Program.</p> <p>Libraries were temporarily closed during the last two weeks of March 2020 due to COVID-19 restrictions. Programming moved to an online platform creating videos and after-school activities to be shared. The first children's video posted saw a 15,000 reach within 24 hours, demonstrating the need to continue these during library closure to engage and connect with the community.</p>	
Continue to provide volunteering and work experience opportunities for the Redlands Coast community.	7.4.1	People & Culture	On Track	Council continued to assist with inquiries and support volunteering and work experience opportunities at Council.	
Improve disaster preparedness.	7.5.1	Organisational Services	On Track	<p>On 4 March 2020, the Local Disaster Management Group (LDMG) held it's annual exercise and meeting. The exercise was attended by members of the LDMG, Councillors and members of various agencies. The LDMG exercise was based on a fire scenario called Exercise Flame Trees.</p> <p>The LDMG moved to 'Stand Up' in the month of March to assist the community respond to COVID-19.</p>	

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	Council's new asset management system was successfully implemented. There has been a strong focus on data quality and business processes in quarter three to ensure the business was well supported with the implementation of this new system.	
Improve whole of Council asset management.	8.2.1	Organisational Services	On Track	Implementation of the Strategic Asset Management Plan is on track with key activities relating to asset data and technologies. On 24 February, Council went live with its new asset management software, Assetic. This included the asset register module for all assets, and a roll-out of the works maintenance module to water, wastewater and buildings. Work commenced on preliminary inputs into the development of Council's Maintenance Management Strategy including an asset data review to improve data quality, and the creation of a register for inspections, condition assessments and valuations.	
Improve strategic alignment.	8.3.1	Organisational Services	On Track	<p>Project and community engagement planning, and internal stakeholder engagement commenced to support the development of a new corporate plan. Business areas across Council undertook business planning to identify 2020-2021 actions to implement Council's strategic direction, manage risk, and drive performance and improvement.</p> <p>The Strategic Service Planning Project received and reviewed a draft Service and Asset Analysis Report which focused on testing strategic service planning across five pilot services.</p> <p>Project planning was undertaken, a software vendor engaged, and business requirement scoping workshops were held to progress implementation of Council's new corporate performance management system. Implementation of the new system will focus on balanced scorecard reporting, operational plan performance reporting, and management reporting.</p>	
Improve strategic alignment and investment decisions.	8.3.2	Organisational Services	On Track	The 2020-2021 draft capital portfolio has been developed, and preliminary prioritisation of the 2021-2022 capital portfolio has commenced to identify the second year of a three year program to inform pipelines for grants, funding and strategic procurement.	
Prioritise, define and manage Council's portfolio of projects.	8.3.3	Organisational Services	On Track	Council continued to support stakeholders to deliver the approved 2019-2020 portfolio and prioritised the draft 2020-2021 capital portfolio, which was presented to the Executive Leadership Team. The Capital Investment Working Group commenced the review and preliminary prioritisation of the 2021-2022 capital portfolio, which will contribute towards development of a three year capital program.	



Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Promote Redland City Council program and project delivery best practice.	8.3.4	Organisational Services	On Track	Governance forums were carried out as part of program and project delivery processes. The Enterprise Investment Portfolio - Quarter 2 Report was presented to the Executive Leadership Team, providing overall status and performance. Council monitored the 2019-2020 carryover forecast and commenced a review of existing administrative documents and policies to inform the development of a portfolio management administrative directive.	
Improve alignment between individual and Council performance.	8.3.5	People & Culture	On Track	Alignment between individual and Council objectives continued with the introduction of the 'Ongoing Conversations' functionality in the new Human Resource Information System (OURspace) during the MyGoals mid-cycle review. This included delivering 'Ongoing Conversations' information sessions to 64 managers and 165 employees across Council in March. Strengthened alignment is also being investigated through the development of the new People Strategy.	
Deliver the Procurement Transformation Program.	8.3.6	Organisational Services	On Track	<p>Progress on the Procurement Transformation Program included:</p> <ul style="list-style-type: none"> - the move to Strategic Contracting Procedures was adopted by Council at its General Meeting on 29 January 2020, - VendorPanel system training continued with 244 staff trained on Council's web-based quotation and tendering system, - local suppliers encouraged to sign up to Council's VendorPanel Marketplace - Council's supplier portal, that is free to join and informs Council of interested businesses, - updates to Council's public website with more detailed notifications of upcoming tenders and contracts. <p>Procurement response to COVID-19 included:</p> <ul style="list-style-type: none"> - emphasis on supporting local suppliers - a 'Buy Local' preference was communicated to all Council buyers, - e-newsletters were sent to over 3,000 contractors and suppliers requesting information on COVID-19 impacts on their supply chains, - as part of Council's economic and social stimulus package, the one-off contribution towards electricity costs for clubs and community associations in Council's Community Electricity Scheme commenced. 	
Continue to build a diverse and inclusive culture that enables cooperation, innovation and change to enhance outcomes.	8.4.1	People & Culture	On Track	The Change Management Portfolio continued to grow with new and smaller projects added. Improvements in strategy development and execution in a simplified Change Plan were developed and are in use. An internal Change Community of Practice was established to further develop change capability within the organisation. Diversity and inclusion themes from the 2019 leadership learning program, including 'shaping a shared positive culture' continued to be incorporated into the development of the new People Strategy.	
Enhance the continual improvement culture supporting service delivery.	8.4.2	Organisational Services	On Track	A combination of business improvements and strategic procurement activities delivered savings of \$5,435,000. These savings were reinvested as part of 2019-2020 Annual Budget Review via Council Resolution on 12 February 2020. One design thinking workshop was held. Council conducted benchmarking activities around benefits reporting practices with other government entities.	
Continue to conduct community engagement on a diverse range of issues.	8.5.1	Organisational Services	On Track	Council engaged with the community on the following projects: Wilson Esplanade Foreshore Protection Project, Redland City Plan Amendments, Draft Redlands Coast Transport Strategy, The Southern Moreton Bay Islands Ferry Terminals Upgrade Project, Coochiemudlo Island Postcode Survey, Bay Islands Aquatic Centre, Junner Street Parking, Redlands Coast Regional Sport and Recreation Precinct, Redlands IndigiScapes Centre Expansion project, Headland Park Upgrade, and Proposed Local Law amendments for Wellington Point Bathing Reserve. Various engagement tools were utilised to conduct these activities such as Council's Your Say web page, social media and face-to-face interactions.	