

13.2 OPERATIONAL PLAN QUARTERLY PERFORMANCE REPORT JUNE 2020**Objective Reference:** A4869695**Authorising Officer:** John Oberhardt, General Manager Organisational Services**Responsible Officer:** Tony Beynon, Group Manager Corporate Governance**Report Author:** Lorraine Lee, Senior Adviser Corporate Planning and Performance**Attachments:** 1. Operational Plan Quarterly Performance Report June 2020 [↓](#)**PURPOSE**

This report provides an update on the overall progress of the 2019-2020 Operational Plan for the year, including progress in the fourth quarter from 1 April to 30 June 2020.

BACKGROUND

The *Local Government Act 2009* (the Act) requires Council to adopt an operational plan each year. The 2019-2020 Operational Plan 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 2019-2020 Operational Plan defines 71 significant activities that Council planned to undertake during the year.

As shown in Table 1, Council has delivered 69 of the planned activities and an additional carried forward activity from the 2018-2019 Operational Plan. In quarter three, Council completed two significant activities and in quarter four a further 67 activities were delivered.

Council is monitoring the progress of two significant activities that were not fully completed as planned in 2019-2020. These activities are included in the 2020-2021 Operational Plan and will be reported on quarterly. The activities with a monitor status in quarter four are:

- 5.1.3 Implement actions outlined in the Cleveland Centre Traffic and Transport Action Plan 2019-2020.
- 5.2.3 Identify and protect places of European heritage significance.

The attached Operational Plan Quarterly Performance Report June 2020 summarises the progress of each of the 69 significant activities that were reported on in quarter four.

Table 1. 2019-2020 Operational Plan significant activities delivered.

Complete	Vision outcome	Significant activity	Comment
2018-2019 Operational Plan – carried forward activity			
<i>Quarter Two</i> 1 October to 31 December 2019	Wise planning and design	Plan for future use of surplus commonwealth land at Birkdale. (Carried forward 2017-2018)	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).
2019-2020 Operational Plan			
<i>Quarter Three</i> 1 January to 31 March 2020	Green living	Manage planning for transport connectivity for the Southern Moreton Bay Islands.	The Redlands Coast Smart Mobility Trial on Karragarra Island concluded. After four months of operation, the autonomous vehicle travelled more than 2,100 km 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.
	Quandamooka Country	Contribute to the implementation of the North Stradbroke Island Economic Transition Strategy and Redland City Economic Development Framework 2014-2041.	Council is lead for Project 13: Location and Interpretive Signage and worked in support for 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 (QYAC) to deliver two Quandamooka-inspired place markers designed by Quandamooka artists which have now been installed at Amity Point and Point Lookout. Island artist Belinda Close's Mirriginpah 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 (place maker at Dunwich) the responsibility of QYAC.
<i>Quarter Four</i> 1 April to 30 June 2020	All	67 activities - see attached Operational Plan Quarterly Performance Report June 2020 for details	

Summary

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

Human Rights

There are no human rights implications associated with this report.

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

CONSULTATION

Consulted	Date	Comments
Office of CEO: People, Culture and Organisational Performance	July 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	July 2020	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	July 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	July 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 June 2020.

Option Two

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

OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2020/270

Moved by: Cr Rowanne McKenzie

Seconded by: Cr Paul Bishop

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

CARRIED 10/0

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

Cr Mark Edwards was absent from the meeting.



Operational Plan 2019 - 2020

April to June 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.

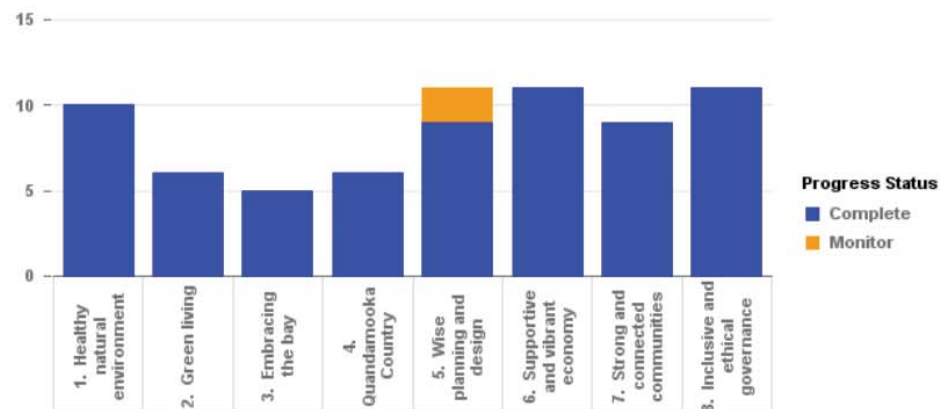
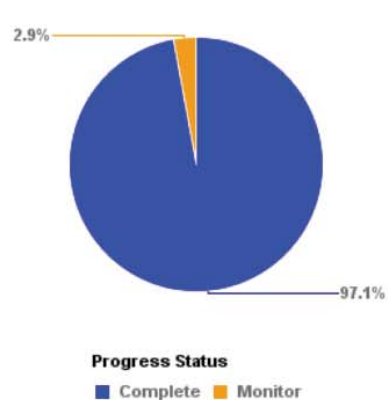
The strategic priorities guide prioritisation and investment in transformational initiatives and actions over the Council's four year term alongside the commitments in our Corporate Plan and other responsibilities to the community. The priorities also ensure there is clear alignment with the goals and 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	Monitor	Total
1 Healthy natural environment	10	0	10
2 Green living	6	0	6
3 Embracing the bay	5	0	5
4 Quandamooka Country	6	0	6
5 Wise planning and design	9	2	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	67	2	69



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

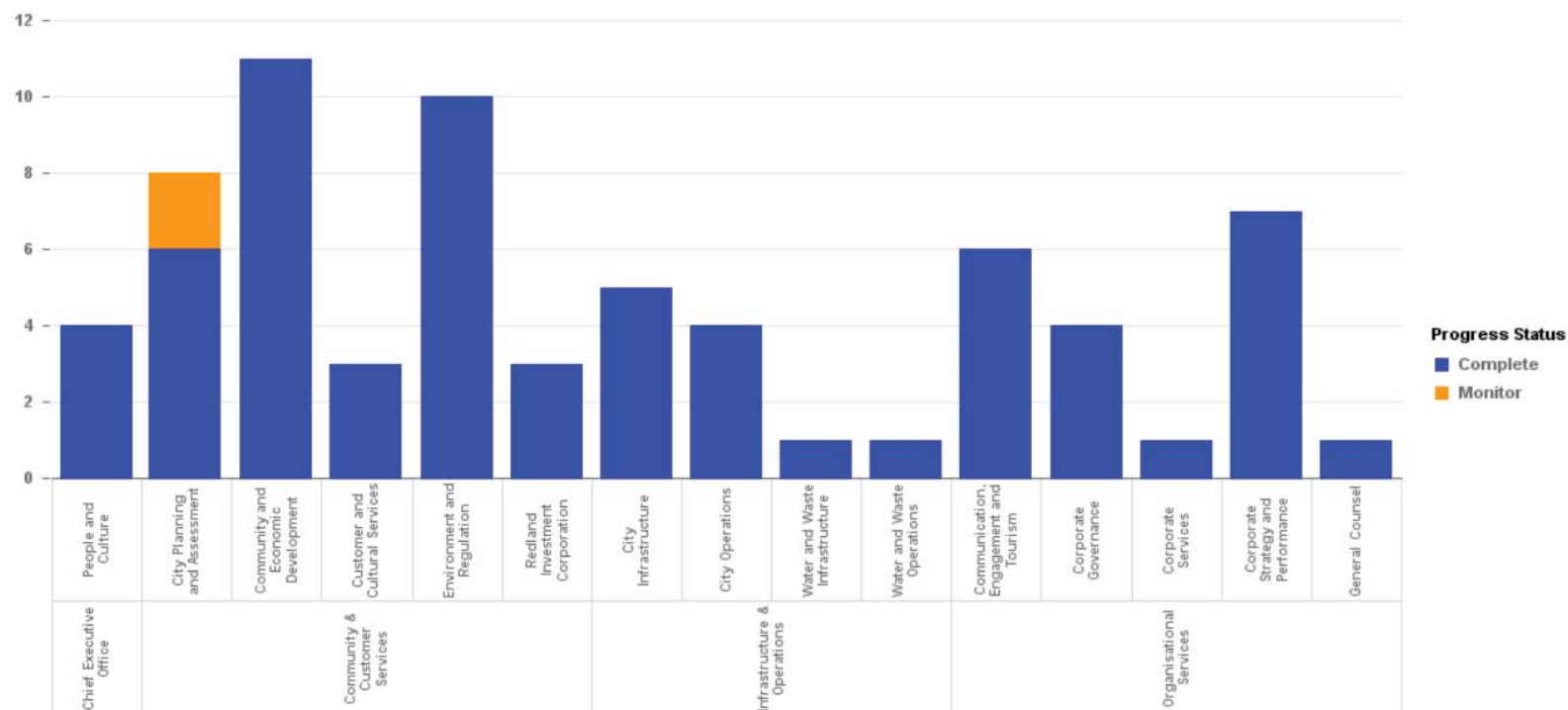
Complete The significant activity has been delivered.

Cancelled The significant activity has been cancelled.

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Organisational Performance – Quarter Summary

Department	Complete	Monitor	Total
Chief Executive Office	4	0	4
Community & Customer Services	33	2	35
Infrastructure & Operations	11	0	11
Organisational Services	19	0	19
Total	67	2	69



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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	Complete	<p>Weeds listed in the Redlands Coast Biosecurity Plan 2018-2023 have been treated across all 321 sites within Redlands Coast.</p> <p>Works were carried out across catchments such as Tarradarrapin, Hilliards, Coolnwynpin, Moogurrapum, Eprapah, Native Dog Creek Catchment and the Southern Moreton Bay Islands. A total of seven prescribed burns were completed in priority areas such as Bayview Conservation Area, Heinemann Road and Sandy Creek reserves within Mount Cotton, Greater Glider Reserve at Capalaba, Squirrel Glider and Scribbly Gums Reserve within Alexandra Hills. Planning for the upcoming Planned Burn Program across the mainland, bay islands and North Stradbroke Island was completed.</p>	
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	Complete	<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, 1,411 private properties and 154 public places have been surveyed. A total of 154 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 33,262 known domestic dogs and cats in Redlands Coast, 85% are desexed and 90% are microchipped. Council received and investigated 30 complaints relating to pest animals. Results associated with surveillance of invasive fish species across the city were obtained from field assessments undertaken during quarters two and three, and collated for annual reporting. Officers attended meetings with the Stradbroke Island Pest Management Working Group to discuss and provide assistance for the fox control program and similar pest priorities for North Stradbroke Island (Minjerribah).</p> <p>Redlands Coast Biosecurity Plan 2018-2023 12-month community feedback was completed and the summary report finalised, with recommendations currently under review. Key internal stakeholders were engaged to review and update the Redlands Coast Biosecurity Plan 2018-2023 prioritisation species lists. This allows for the Redlands Coast Biosecurity Surveillance Program to be updated and service delivery to be improved. Information flyers for General Biosecurity Obligations were developed and approved for distribution to targeted key external stakeholders. Officers continued to participate in meetings and workshops with Biosecurity Queensland and the Local Government Association of Queensland.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
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	Complete	The Strategic Priority Area draft report and mapping system was developed and presented to senior management for review and comment. This system of identifying priority locations within Redlands Coast, based on the Wildlife Connections Plan 2018-2023, Koala Conservation Plan 2016-2021, Redlands Coast Biosecurity Plan 2018-2023 and other governing documentation and mapping, will assist in the strategic planning for future works. Maps included identifying key habitat for threatened species (koala, glossy black-cockatoo and grey-headed flying-fox).	
Conduct erosion and sediment control regulation to minimise environmental impacts from approved development activities.	1.1.4	Community & Customer Services	Complete	Council officers responded and resolved 226 requests for erosion and sediment control matters across the city during the past twelve months. Council officers continued to undertake proactive compliance inspections and monitoring on all major development sites across the city. Inspections take in all major development sites at least once a month, ensuring best practice erosion and sediment control is implemented and maintained with the aim of minimising the release of contaminants and the associated environmental impacts. A wetter than usual season has seen an increase in runoff related requests and a reduction in dust related requests. Proactive monitoring on smaller development sites continued with officers conducting bi-weekly proactive inspections to ensure ongoing compliance.	
Continue implementing a program to plant one million native plants across Redlands Coast by 2026.	1.1.5	Infrastructure & Operations	Complete	The 85,077 plantings this year brings the total since the program began in 2017 to 375,514 plants. Plants continued to be maintained and monitored. Significant plantings occurred within Hilliards Creek Catchment at Dundas Street, Wellington Point and Native Dog Creek Catchment, Mount Cotton.	
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	Complete	Delivery of Council's Koala Conservation Action Plan 2016-2021 continued in 2019-2020, with seven ongoing major projects that are being delivered by three separate research groups. 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 Thomlands 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. High value local koala habitat has been mapped (including buffers) and included into the Strategic Priority Areas mapping for targeting koala conservation initiatives. Year two of the koala monitoring project in the Ormiston koala safe neighbourhood continued, however field work was impacted in March 2020 due to COVID-19 restrictions. Significant weather events from September to February impacted expansion of the ambassador koala program in Birkdale, Thomlands and selected properties in Mount Cotton. Year two of the smart sign trial based in Ormiston has demonstrated positive results, with speed limit reduction occurring on all roads with signage. All research final reports for projects have been submitted and reviewed.	


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	Complete	<p>The Redlands Coast Coastal Raptor Citizen Science Project continued for the breeding season. Community members were engaged in nest monitoring and educational material was provided to community members. A capital works project for a new Eastern Osprey nest pole was approved for the new financial year with plans for it to be monitored as part of the citizen science project. The ongoing partnership with Logan City Council and Birdlife Australia to expand the Raptor Project and provide increased resources, progressed with a joint application for a citizen science grant. 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> <p>Koalas have been regularly profiled on social media, with a particular focus on good news stories about koalas that have been returned to Redlands Coast after being treated in hospital. The city-wide community engagement project 'Redlands Koala Watch' commenced.</p> <p>The second annual koala awareness community survey was undertaken with positive responses from the community regarding use of smart signage and strengthened awareness of koalas based on annual breeding media campaign.</p> <p>Council's annual koala breeding campaign was completed utilising bus panels, bus stops, digital media, cinema and billboards. Campaign results have been analysed to assist in media planning for the 2020-2021 koala awareness campaign.</p>	
Achieve improved environmental outcomes through extension programs delivered in accordance with adopted environmental strategies and plans.	1.3.1	Community & Customer Services	Complete	<p>The total number of properties engaged in environmental partnership programs remained at approximately 500, with an estimated 10,000 plants distributed for the 2019-2020 financial year.</p> <p>Bushcare extension visits were discontinued from March 2020 under COVID-19 restrictions, however volunteer engagement was maintained via targeted email communications.</p> <p>An increased number of environmental social media posts and live feeds were delivered online due to COVID-19 restrictions preventing public events/workshops being undertaken. This was an example of innovation, with services being delivered differently.</p>	
Enhance the visitor experience of natural assets across Redlands Coast.	1.4.1	Infrastructure & Operations	Complete	<p>A number of visitor enhancement projects were completed in the 2019-2020 financial year to improve access, safety and comfort for visitors including the maintenance/upgrade of approximately 12 kms of multi-use (fire management/horse/mountain bike/walking) trails at Eastern Escarpment Conservation Area, Bayview Conservation Area and Scribbly Gums Conservation Area. In addition, a range of multi-use fire trails were constructed at the New Heinemann Road Conservation Area and offer the opportunity for visitors to explore the reserve and also access Mount Cotton Community Park and Bayview Conservation Area via Balthazar Circuit, Mount Cotton.</p> <p>In addition, a major regional trail (Gramzow Road trail) connection opened offering approximately 6 kms of walking, cycling and horse riding connectivity between Bayview Conservation Area and Cornubia Forest in Logan City.</p> <p>Almost 1.8 kms of new fencing was installed at Bayview Conservation Area (Kidd Street) and Heinemann Road Conservation Area to ensure the protection of conservation values of the reserve and safety of users. Renewal and replacement of old fencing on Coochiemudlo Island foreshore was also undertaken which both protects the foreshore vegetation and improves visual amenity and experience for users. New compliance signage and public access points were installed to complement new or existing fencing at four reserves.</p>	



Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Continue to improve the customer experience at IndigiScapes.	1.4.2	Community & Customer Services	Complete	<p>The IndigiScapes Expansion project was completed and the Centre reopened to the public on 21 February 2020. Unfortunately, the Centre again closed on 23 March 2020 due to COVID-19 restrictions. The gardens and walking trails remained open to the public during this time, with the IndigiScapes' Nursery accepting online orders with non-contact pickup organised as an innovative solution to continue service delivery.</p> <p>The IndigiScapes Centre reopened on Monday 15 June 2020 after implementing a COVID-19 Safe Plan. The Centre operated with limited capacity, in accordance with Queensland Department of Health recommendations. There was a positive response to the Centre reopening, with the Café booking out days in advance and the Centre reaching close to permitted maximum capacity.</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	Complete	<p>The Energy and Emissions Dashboard, which monitors Council's electricity usage and carbon emissions, continued to provide information for continuous improvement and identification of opportunities to further reduce consumption.</p> <p>The upgrade of energy efficient lighting fixtures at the South Street Depot was completed. The reduction in energy consumption is monitored through the carbon and energy dashboard.</p> <p>Smart meters have been installed at the Cleveland Administration building and the Cleveland Library. These meters will provide information on behavioural trends in energy usage (computers, lights, and air-conditioning) at these sites.</p>	
Provide educational opportunities to the community.	2.2.1	Community & Customer Services	Complete	<p>Officers advocated for Healthy Land and Water to request amendments to the Queensland Development Code requesting rainwater tanks to become mandatory.</p> <p>Two Council branded water-refilling stations have been installed 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>A number of sustainability-focused information posts were also featured on the IndigiScapes Facebook page.</p>	
Plan and deliver waste management services to meet current and future needs of the city.	2.3.1	Infrastructure & Operations	Complete	<p>Development of the draft Redland City Council Waste Reduction and Recycling Plan 2021-2024 continued. A new landfill waste disposal contract was executed for continuity of services beyond 30 June 2020.</p> <p>Sub-regional collaboration continued to evaluate the waste and recycling Expression of Interest with neighbouring Councils (Logan, Ipswich, Lockyer Valley and Somerset). Participation in the waste working group for the Council of Mayors (SEQ) continued to develop a brief for a regional waste plan.</p> <p>Site investigations continued at Judy Holt Park closed landfill to meet commitments made to the Department of Environment and Science. 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	Complete	<p>A significant focus during the quarter has been responding to COVID-19 and the increase in waste generation at the household and being received at the Recycling and Waste Centres (RaWC). A short term contract for recyclable material processing of kerbside yellow lidded bins was finalised to ensure continuity of service in parallel with negotiating a longer term contract for the service. Preparations were made for the temporary closure of the Birkdale RaWC to facilitate a number of upgrades including construction of asphalt seal to the hardstand area. An additional 378 households requested a kerbside green waste bin for the period bringing the total participating households to 16,208.</p> <p>Total domestic resource recovery for the quarter (the amount recycled or reused out of the total waste and recyclables received) was 45.9%.</p>	
Advocate for public transport in accordance with the Redlands Coast Transport Strategy 2041.	2.5.1	Community & Customer Services	Complete	<p>The Redlands Coast Transport Strategy, a key advocacy document to highlight transport priorities for the city, was endorsed by Council in 2019-2020. The Strategy presents a vision of how the re-imagining of the bus network could result in public transport that aligns with travel behaviours of the community.</p> <p>Advocacy for improved public transport was an ongoing action. Council officers successfully advocated for a number of cycling routes in Redlands Coast to be upgraded to 'Priority A' in the State Government Principal Cycleway Network Plan. These included key cross-boundary connections between Redlands Coast and Brisbane City as well as East Coast Road on North Stradbroke Island.</p>	
Expand the footpath and cycleway network.	2.5.2	Infrastructure & Operations	Complete	<p>The 2019-2020 financial year program is complete with a significant expansion of the pathway network across the city. Designs for the 2020-2021 program have been completed. Council received many compliments from the community regarding the expansion of the network.</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	Complete	<p>Council continued to participate in partnerships such as the Healthy Land and Water partnership and the Lower Brisbane Redland Catchment Action Plan. Officers also participated in various regional working groups such as Healthy Land and Water, Monitoring and Evaluation Steering Committee and the South East Queensland Water by Design Steering Committee.</p> <p>Results for Council's monitoring programs were collated for water quality monitoring (ambient and Sovereign Waters), along with aquatic habitat assessment which included an aquatic fauna survey. These programs assist in informing future monitoring and management actions.</p> <p>Progress continued on the review of Council's Water Quality Monitoring programs to ensure these programs meet our current and future needs.</p> <p>Officers continued to progress the development of the Redlands Coast Bay and Creeks Plan and Action Plan.</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	Complete	<p>In April 2020 the Department of Education and Training and Redland City Council jointly agreed to a further 12 month partnering arrangement for the ongoing management of the Bay Islands Aquatic Centre (Russell Island Pool). This 12 month period allows for further consultation with the community and a report back to Council regarding potential future operating models for the facility. Planned consultation arrangements were impacted by COVID-19 and the facility closed early for the season.</p> <p>Prior to the impact of COVID-19 restrictions, the Bay Islands Aquatic Centre opening hours increased for the 2019-2020 season to 1,692 hours (up from 1,524 in 2018-2019 season). With the increase in hours, the pool was available for community use seven days per week (up from five days in the 2018-2019 season). A total of 7,860 patrons used the pool in the 2019-2020 season compared to 6,775 in the 2018-2019 season, a notable outcome even with the pool closed 25 days earlier than expected due to COVID-19 restrictions.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
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	Complete	<p>The foundations laid in the earlier stages of the 2019-2020 financial year have supported a comprehensive COVID-19 response among community organisations on the Southern Moreton Bay Islands. Increased levels of collaboration have been observed, and while further efforts are required to improve community service delivery, measurable progress has been made.</p> <p>The Brisbane South Primary Health Network (PHN) developed an award winning program, SMBI Families We Are Listening, a community focused approach to improving the wellbeing of children and families on the islands. Running Wild continued to deliver the Skilling Queenslanders for Work program. Council funded two community resilience projects through the COVID-19 Relief and Recovery Grants Program to ensure the continuity of services for island communities who are vulnerable and at high risk during COVID-19.</p>	
Continue to develop and implement the Coastal Hazard Adaptation Strategy.	3.3.1	Infrastructure & Operations	Complete	Phase 5 of the Coastal Hazard Adaptation Strategy was acquitted by the Local Government Association of Queensland (LGAQ). Phase 6 was completed, approved by the Council's Technical Working Group and Steering Committee, and submitted for review by the LGAQ. Work commenced on Phase 7.	
Improve access provisions to Moreton Bay.	3.4.1	Infrastructure & Operations	Complete	Delivery of the Southern Moreton Bay Island Ferry Terminal Upgrade Project commenced with Council and the Queensland Government. The design process commenced for all four sites, with the preliminary design largely complete including re-purposing existing ferry infrastructure 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 Yoolooburrabee Aboriginal Corporation (QYAC).	4.1.1	People and Culture	Complete	During 2019-2020, a total of 68 participants attended Council's Quandamooka Cultural Awareness Day on North Stradbroke Island (Minjerribah). Aboriginal Cultural Heritage Training was jointly offered by Council and Quandamooka Yoolooburrabee Aboriginal Corporation. All training during quarter four was postponed due to COVID-19 restrictions. A new diversity and inclusion staff training plan was developed.	
Continue to implement culturally appropriate protocols.	4.1.2	Organisational Services	Complete	Council developed an Aboriginal and Torres Strait Islander Community Guideline. Reconciliation Action Plan initiatives continued to progress with Cultural Information Sessions delivered throughout the organisation. Acknowledgement of Country continued to be delivered in meetings. Corporate inductions for new employees continued with an Indigenous information pack given to each attendee.	
Promote awareness and understanding of Quandamooka culture.	4.2.1	Organisational Services	Complete	Council continued to promote Quandamooka culture through a range of media and communication channels. This included a Quandamooka culture and Council partnerships feature in the 2018-2019 Annual Report, promotion of Quandamooka cultural events at Council's libraries and art galleries, and support of NAIDOC Week events. Where known, Quandamooka names were used in media communications, and a fortnightly acknowledgement of Redlands Coast Traditional Owners was included in print advertising. Acknowledgement of Country and Elders in speeches continued. Council also supported through media, the completion of cultural place markers at Amity Point (Pulan) and Point Lookout (Mulumba) on North Stradbroke Island (Minjerribah).	
Promote traditional knowledge.	4.2.2	Organisational Services	Complete	Council continued to acknowledge Quandamooka People at the commencement of Council meetings and promote cultural awareness. Redland Art Gallery featured the Belinda Close 'Hammerheads chasing stingrays' exhibition. National Reconciliation Week initiatives were undertaken in Council with posters and a short video produced for the celebrations. Redland Art Gallery offered online National Reconciliation Week programs through Facebook and Instagram. National Aborigines and Islander Day Observance Committee Week was postponed until November 2020.	
Support delivery of Indigenous Land Use Agreement (ILUA) commitments.	4.3.1	Organisational Services	Complete	Council continued to manage the Indigenous Land Use Agreement (ILUA) sub-committees and monitor progress of ILUA activities. The third ILUA quarterly report for 2019-2020 year was presented to the Executive Leadership Team in April 2020.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Promote Quandamooka tourism initiatives.	4.4.1	Organisational Services	Complete	<p>Council developed a cinematic-quality destination video of Redlands Coast, narrated by Quandamooka artist Delevene Cockatooo-Collins and also featured Yulu-Burri-Ba dancers, traditional owner Matt Burns and elder Aunty Evelyn Parkin.</p> <p>Council worked with the Quandamooka Traditional Owners to include additional content and images of Quandamooka cultural experiences. Council developed marketing campaigns to support tourism on North Stradbroke Island (Minjerribah) including promotion of Quandamooka cultural tours, the Quandamooka Festival 2019 and the Yalingbilla whale watching tours held in 2019.</p> <p>Council continued to incorporate Quandamooka Jandai dual place naming on all Redlands Coast communications. Council managed and completed the delivery of two Quandamooka-inspired public art-style place markers at Point Lookout and Amity Point on North Stradbroke Island (Minjerribah) including sculptures designed by Quandamooka artists and dual naming township signs.</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	Complete	A parklet design manual has been drafted. The Urban Congestion Tool commenced. The Active School Travel Program has been prepared.	
Ensure that infrastructure necessary to support growth in the city is provided through the development assessment process and capital works program.	5.1.2	Community & Customer Services	Complete	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. In the 2019-2020 financial year, eight Local Government Infrastructure Plan projects were delivered as part of development approvals costing \$4.25m. 19 projects were delivered through the capital works program to a value of \$10.93m.	
Implement actions outlined in the Cleveland Centre Traffic and Transport Action Plan 2019-2020.	5.1.3	Community & Customer Services	Monitor	The Cleveland Centre Traffic and Transport Action Plan has a two-year delivery timeframe. At the conclusion of the 2019-2020 financial year, approximately 40% of the actions have been delivered. Completed actions included the reclamation of car parks in 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.	
Maintain the Redland City Plan to ensure it reflects best practice and is responsive to community expectations.	5.1.4	Community & Customer Services	Complete	Council adopted a general major amendment package to the Redland City Plan on 29 January 2020. The general major amendment package came into effect on 19 February 2020. Council at its General Meeting on 10 June 2020 resolved to not proceed with the proposed major amendment to reflect relevant elements of the Wildlife Connections Plan into the Redland City Plan. Two other amendment packages addressing Local European Heritage and the draft South West 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 (July 2017).	
Coordinate a place management program for key activity centres and contribute to master planning for precincts.	5.2.1	Community & Customer Services	Complete	Key Partners (Metro South Health Services and Redlands Mater Private Hospital) provided feedback to consultants on the draft Redlands Health and Wellness Precinct Stage 3 report (Conceptual Land Use Plan and Strategy). Feedback, when incorporated, will inform the final report. The stage 3 report has been informed by the Precinct Value Assessment (stage 2) and a Demand Drivers Assessment (stage 1).	 




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	Complete	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. Council received state interest assessment comments on the draft South West Victoria Point Local Plan to the Redland City Plan on 24 February 2020. A review of the state interest assessment comments has been completed and a revised draft Local Plan and consequential amendment package was resubmitted to the State in June 2020. Planning investigations of the Southern Thornlands Potential Future Growth Area have been completed.	
Identify and protect places of European heritage significance.	5.2.3	Community & Customer Services	Monitor	A proposed major amendment to the Redland City Plan to address local European heritage protection in the city received approval from the Planning Minister to proceed to public consultation. The proposed amendment will remain confidential until it is endorsed by Council for statutory public consultation.	
Develop a master plan for the Redland Aquatic Precinct Redevelopment	5.2.4	Community & Customer Services	Complete	In December 2019, Council resolved to progress the new Redland Aquatic Centre development as part of the integrated Redlands Coast Adventure Sports Precinct. Planning for the design and master planning of the integrated Redlands Coast Adventure Sports Precinct commenced and an Industry Stakeholder Reference Group has been established.	
Maintain effective systems and processes that underpin quality and timely decision making for development applications.	5.3.1	Community & Customer Services	Complete	Council systems and processes continued to be further improved and amended to ensure effective implementation of planning instruments. This included a core upgrade of Council's Property and Rating system, system testing, and development of new event processes for development inspections.	
Contribute to implementation of a South East Queensland (SEQ) City Deal.	5.4.1	Community & Customer Services	Complete	Commonwealth, state and local governments continued work on developing an SEQ City Deal. Council is represented on the Local Government Working Group and CEOs' Forum, contributing input to help shape the SEQ City Deal through major work program streams. Originally scheduled to be signed by June 2020, COVID-19 has caused the project to be placed on hold.	
Develop a strategic funding framework.	5.4.2	Organisational Services	Complete	Council officers identified eight competitive funds and submitted three applications. Through advocacy and as a result of COVID-19, the Queensland Government amended the 2019–21 Works for Queensland guidelines to allow Council to access funding for COVID-19 related expenses. Through the \$2.9M of funding allocated, Council submitted two projects - Cleveland Aquatic Centre Critical Maintenance and Eastern Escarpment. Council received approval of \$0.5M for funding through the Community Development Grants Programme to support green sealing works on Russell and Macleay Islands.	








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	Complete	<p>Council continued to complete actions in the Redland City Tourism Strategy and Action Plan 2015-2020 including the development and promotion of a Redlands Coast Arts Trail and development and implementation of a customer service program for tourism operators across Redlands Coast. Council also advocated to industry to invest in a mainland RV/tourism park and progressed the roll-out of the city's wayfinding strategy at Weinam Creek, in conjunction with Redland Investment Corporation. Council also worked on the development of a Roving Ambassador program.</p> <p>Council further developed the Visit Redlands Coast website with 29,000 website visitors and 74,000 page views and promoted tourism on the Redlands Coast Facebook and Instagram accounts. Council continued to progress the City Destination Entry Sign project.</p> <p>In response to COVID-19 and to support local tourism businesses, Council implemented the #RC Kindness campaign to promote Council's economic stimulus plan. After easing of COVID-19 restrictions, Council developed the 'Reconnect on Redlands Coast' campaign to promote tourism to Redlands Coast. The Redlands Coast Visitor Information Centre received more than 4,043 walk in, written and telephone clients. The Redlands Coast Tourism Subcommittee, chaired by Council and comprising tourism industry representatives, met five times.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Contribute to the development of a Smart Cities Strategy.	6.1.2	Community & Customer Services	Complete	<p>The final year of the three-year Advancing Regional Innovation Program was delivered with the grant funding expended by 30 June 2020. Activities undertaken included delivery of a Young Entrepreneurs Summit at the Redland Performing Arts Centre attended by approximately 500 young people from across Redlands Coast. Participants had the opportunity to hear from entrepreneurial keynote speakers who shared their innovation journey. The summit was followed by the Aspiring Entrepreneurs Weekend held specifically for Redlands students. The second year of delivery of Start-up Redlands and Redlands Angel Investors continued where start-up and scale-up businesses pitch for financial and mentoring support.</p> <p>Redlands Seniors had the opportunity to enhance their digital literacy skills with one-on-one sessions delivered by Fiftysix Creations, made possible by a Federal Government grant. A wide range of topics were explored including social media, healthcare, shopping and banking services providing valuable assistance particularly during COVID-19 restrictions. Redlands Coast also welcomed Leanne Kemp, Queensland's Chief Entrepreneur, on two occasions, delivering a business masterclass identifying innovation in service delivery. Businesses were able to share their own innovation journey with the Chief Entrepreneur.</p> <p>The remaining Advancing Regional Innovation Program funds were directed to Council's COVID-19 Relief and Recovery Grants Program, aimed at providing funding and support to both small businesses and community organisations to respond to the challenges of the pandemic. Local businesses received financial assistance to allow them to innovate their business model to adapt to the impact of COVID-19. A total of 49 innovation grants, to the value of \$228,055, were awarded to Redlands Coast businesses.</p> <p>Underpinning the Advancing Regional Innovation Program was the development of the draft Redlands Coast Smart and Connected City Strategy. The Strategy will guide Council in the delivery of innovation and digital technology to improve the liveability, sustainability and prosperity of the city. The draft Smart and Connected Cities Strategy has been completed for internal review.</p>	
Implement actions in the Redland City Events Strategy and Action Plan 2017-2022.	6.2.1	Organisational Services	Complete	<p>Council continued to complete the actions of the Redland City Events Strategy and Action Plan 2017-2022. Council delivered an improved online events portal including the development of a range of event management templates for use by community event organisers.</p> <p>Council delivered a total of 22 events attended by more than 29,000 people, including Christmas by Starlight which attracted more than 12,000 people and assisted groups to deliver more than 58 community run events attended by more than 159,000.</p>	
Deliver events, activities and workshops that contribute to bringing economic and social benefits to the community.	6.2.2	Community & Customer Services	Complete	<p>While the delivery of events, activities and workshops has been significantly curtailed in quarter four of the 2019-2020 financial year by the developing COVID-19 crisis, planning has continued for a range of activities for the 2020-2021 financial year. The Redlands Youth Reference Group was formed and has begun regular meetings in the last quarter of the 2019-20 financial year. Highlights for the 2019-20 financial year have included a number of community capacity building workshops to support the grants programs, business and investment workshops and meetings, and youth and seniors' activities.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Continue to roll-out the city's new destination brand, Redlands Coast - Naturally Wonderful.	6.2.3	Organisational Services	Complete	<p>The Redlands Coast Deals & Rewards App continued to be promoted and further developed. A total of 320 local businesses have signed up and are using the app, while 1,400 shoppers have downloaded it. A destination marketing campaign, Reconnect on Redlands Coast, was developed in June 2020 to promote the city as a tourism destination as COVID-19 restrictions eased. This was in line with feedback from tourism operators, including those at North Stradbroke Island, that were heavily affected by COVID-19 restrictions.</p> <p>Marketing promotion was developed for social media, video, Redlands Coast website, Redland City Council website, print and digital advertising and Council-owned bus shelters, with Greater Brisbane, Ipswich and Toowoomba the major target markets. Management of the Redlands Coast brand website 'microsite' continued.</p>	
Coordinate Council's involvement in the implementation of the Queensland Government North Stradbroke Island Economic Transition Strategy.	6.3.1	Community & Customer Services	Complete	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 throughout the year to progress the work of the group's sub-committees to improve the visitor experience and help deliver long-term economic sustainability for the island.	
Identify and develop strategic opportunities for Redland City Council land holdings.	6.4.1	Community & Customer Services	Complete	The Shayher Group signed a Memorandum of Understanding with Council to progress as the preferred developer to deliver the Capalaba Town Centre Revitalisation Project.	
Provide secretariat support to the Redlands Economic Development Advisory Board (EDAB).	6.5.1	Community & Customer Services	Complete	The Redlands Economic Development Advisory Board met three times throughout the year and provided input into the development of the draft Manufacturing Industry Sector Plan and the draft Redlands Coast Smart and Connected City Strategy.	
Deliver industry-enabling action plans and a targeted investment attraction strategy.	6.5.2	Community & Customer Services	Complete	The implementation of initiatives under the Health Care and Social Assistance Industry Sector Plan 2018-2023, Education and Training Industry Sector Plan 2018-2023, and Rural Enterprise Industry Sector Plan 2019-2024 continued to be progressed, particularly focusing on the development and refinement of a business database for each industry sector. However, some projects such as the planning for the city-wide Courses and Careers Expo and Health Care and Social Assistance Summit have been pushed back due to the COVID-19 pandemic. The Manufacturing Preliminary Analysis Study, which provides a comprehensive environmental scan of the economic, socio-cultural, technological and regulatory opportunities and constraints affecting manufacturing in Redlands Coast was completed. The findings and recommendations will identify realistic opportunities for the sector's growth and will help shape a Manufacturing Industry Sector Plan.	 
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	Complete	The Environmental Impact Statement (EIS) continued for the Toondah Harbour Priority Development Area. Walker Group convened an independent panel of world-leading scientific experts to help guide and peer review the EIS process. The independent panel provides oversight and the highest quality assurance.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Facilitate the development of the Weinam Creek Priority Development Area (PDA) in partnership with Economic Development Queensland.	6.6.2	Community & Customer Services	Complete	Construction of Stage 1 of the Weinam Creek Priority Development Area is now complete. Stage 1 included the new car park on Moores Road, Redland Bay, a footbridge and pathways connecting to the Redland Bay Marina ferry terminal. Security camera provisions for the car park were also included.	 

7. Strong and connected communities

2023 Strategic Outcomes



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



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

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

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

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

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Celebrate the cultural life of the region.	7.1.1	Community & Customer Services	Complete	<p>Redland Performing Arts Centre (RPAC) was closed on 17 March 2020 due to COVID-19 restrictions, with 77 performances, workshops, meetings and events cancelled. However the Centre still remained open for internal Council use with a total of 71 internal meetings held at various venues in the Centre. Rescheduling and rebuilding the 2021 program has been ongoing and an RPAC Live-stream and recovery program developed with industry partners.</p> <p>Redland Art Gallery (RAG) also closed from 16 April to 15 June 2020 due to COVID-19 restrictions. During this time RAG produced and hosted five online activities and take home activities. The close down time allowed for the entire RAG collection to be audited, and restoration works undertaken prior to rehousing the collection in the new Art Storage Room at the South Street Depot. A revised 2020 RAG June to December 2020 exhibition program was launched and 13 exhibitions will be featured during this period.</p>	
Plan, provide and advocate for essential social infrastructure for community activities.	7.2.1	Community & Customer Services	Complete	<p>A draft Age Friendly City Plan was completed and confirmation of the actions commenced. The Redlands Youth Strategy 2015-2020 has undergone a review process. A draft Stronger Communities Strategy has been developed and is supported by a Redlands Community Needs Assessment and Social Provisioning Analysis, which was completed by the Regional Innovation Data Lab.</p> <p>A city-wide collaborative response to homelessness has gone through the first stage of development through a partnership approach with community stakeholders.</p>	
Deliver innovative and accessible services as part of the implementation of the Library Services Strategy 2017-2022.	7.2.2	Community & Customer Services	Complete	<p>Redland libraries provided services across the city in 2019-2020 across three mainland libraries, four island libraries, a community library on Macleay Island and through the mobile library service. Despite temporary library closures from 23 March 2020 to 15 May 2020 due to COVID-19 restrictions, the service received 469,250 visitors. The library service processed more than 800,000 loans of physical items and more than 200,000 loans of electronic items. Libraries also provided access to WiFi, public computers, printing, meeting rooms and online services.</p> <p>The new mobile library vehicle was launched on 1 July 2019. However, COVID-19 closures and social distancing requirements from April resulted in most program services ceasing and, where possible, pivoting to developing online content. In addition, an outreach program was developed to contact library members to provide telephone tutorials for online access, and maintain connection and support.</p>	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Plan for effective sport and recreation at Heinemann Road, Redland Bay.	7.2.3	Infrastructure & Operations	Complete	<p>Significant community consultation and planning studies throughout the year led to the adoption of the Redlands Coast Regional Sport and Recreation Precinct Master Plan at Council's General Meeting on 13 May 2020. The associated Queensland Government Deed of Grant for the master planning was also acquitted. Initial implementation actions of concept design development and club engagement in transitioning planning commenced.</p> <p>Other activities to improve the quality and access to parks, sport and recreation facilities and activities included the delivery of 89 of 90 sub-renewal and upgrade and community infrastructure projects, and the engagement of consultants to review existing facility optimisation levels and develop a five year facility action plan. Council continued negotiations through development assessment referrals/applications for positive outcomes for sport and recreation facilities and parks.</p>	
Plan for the future use of the Willard's Farm site.	7.2.4	Infrastructure & Operations	Complete	Council acquired the adjacent Birkdale Federal Government land consolidating the land holdings of the former Willard's Farm homestead into a much larger precinct.	
Deliver Council's Grants and Sponsorship Program.	7.3.1	Community & Customer Services	Complete	<p>Council successfully administered Round 1 of the Community Grants and Sponsorship Program in 2019-2020, providing financial assistance to individuals and organisations to support the delivery of projects that benefit Redlands Coast. During the year, Council delivered 25 grants and sponsorships totalling \$313,222. In Round 2 of the Community Grants and Sponsorship Program, 11 applications totalling \$31,500 were approved under the Organisational Support Grants, with the balance of the program postponed until the 2020-2021 financial year due to COVID-19 restrictions and the need to redirect the unspent funds towards a targeted COVID-19 Relief and Recovery Response Grants Program.</p> <p>The COVID-19 Relief and Recovery Grants Program opened on 28 April 2020 and closed on 13 June 2020. The program was specifically targeted to support businesses impacted by COVID-19 to fund professional advice, or an innovative restructure to their business model. The program also funded community organisations which provide direct support to vulnerable community members suffering hardship due to COVID-19. The program was finalised on 30 June 2020 with 97 applications approved for a combined value of \$371,144. This included 49 grants for innovation totalling \$228,055, 32 grants for professional advice services approved to the value of \$31,494 and 16 Community Organisation Grants totalling \$111,594.</p>	
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	Complete	In 2019-2020 financial year, Library Services delivered a wide range of programs to promote literacy. Continued success of the First 5 Forever program saw libraries achieve more than 18,000 attendances at 341 programs and activities. The adult literacy program engaged with 12 learners in 2019-2020. Author in Action programs provided opportunities for authors to present their work and engage with the local community. The service faced significant disruption of program delivery from March 2020 onward due to the impacts of COVID-19, but engagement via social media and telephone support have proved popular during closures whilst program delivery is on hold.	
Continue to provide volunteering and work experience opportunities for the Redlands Coast community.	7.4.1	People and Culture	Complete	Council assisted with inquiries about volunteering and work experience opportunities at Council. From March to June 2020, Council paused the coordination of volunteering and work experience opportunities at Council due to COVID-19 restrictions.	

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment	Strategic Priorities
Improve disaster preparedness.	7.5.1	Organisational Services	Complete	<p>The Local Disaster Management Group was at activation level 'Stand Up' during quarter four. The strong partnerships between Council and other agencies proved effective during this time. Disaster Planning and Operations continued to engage and educate the community through the Community Champions who disseminated timely and accurate information to their communities through frequent email communication.</p> <p>Redland City Council has purchased a new facility in the Redland Business Park for operational use by the Redland Bay SES Group. The facility will be used for incident management, training, operational staging area and to house SES equipment and vehicles - improving disaster response capability to the Redlands Coast community.</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	Complete	The Asset Management software is now live and in use across Redland City Council and in the process of formally closing the Asset Management Project. The full suite of the Asset Management capability is now operational from the Asset Maintenance product through to mobility.	
Improve whole of Council asset management.	8.2.1	Organisational Services	Complete	Implementation of the Strategic Asset Management Plan continued with key activities relating to asset data and technologies. Council continued roll-out of the Assetic works maintenance module to roads, drainage and marine, and parks and conservation. Work continued on preliminary inputs into the development of Council's Maintenance Management Strategy. COVID-19 provided an opportunity to reallocate resources to review and improve asset data, with the focus being land and traffic facilities.	
Improve strategic alignment.	8.3.1	Organisational Services	Complete	<p>Implementation of the Corporate Plan 2018-2023 continued through delivery of the 2019-2020 Operational Plan. Any impacts due to Council's COVID-19 response have been noted in the quarterly report commentary.</p> <p>Drafting of the 2020-2021 Operational Plan and Group Business Plans was completed, and the 2020-2021 Operational Plan was adopted at the Special Budget Meeting on 25 June 2020.</p> <p>Stage two of the Strategic Service Planning Project was completed and closed with acceptance of the final Service and Asset Analysis Report that identified recommendations for Council to move forward with Strategic Service Planning.</p> <p>Planning for the development of a new corporate plan progressed with an analysis of past community engagement and internal stakeholder engagement meetings.</p>	
Improve strategic alignment and investment decisions.	8.3.2	Organisational Services	Complete	The 2020-2021 capital portfolio was finalised and endorsed in quarter four.	
Prioritise, define and manage Council's portfolio of projects.	8.3.3	Organisational Services	Complete	Council coordinated the close out and completion of the 2019-2020 capital portfolio. The proposed 2020-2021 capital portfolio was endorsed by the Councillors in May 2020.	



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	Complete	Portfolio governance forums were carried out as part of program and project delivery processes for the 2019-2020 portfolio. Portfolio performance and exceptions were reported to the Executive Leadership Team on a quarterly basis. Governance documents were revised and developed for Portfolio Management and Capital Works Prioritisation. Council delivered ongoing support to the project management community in the development of templates, improved project and program structures, training and support.	
Improve alignment between individual and Council performance.	8.3.5	People and Culture	Complete	<p>The new Human Resource Information System (HRIS) was introduced in August 2019 and supported performance measurement, accountability, line of sight and enabled mobile capability. MyGoals conversations held during September and October 2019 between employees and their supervisors focused on key areas, driving strengths, achievements, performance goals, and personal and career development.</p> <p>Workshops were held across all areas of Council during the 2019-2020 financial year with over 500 employees including remote locations, to step teams through the new process and system. Guides, Frequently Asked Questions and an Influencer Network was created to support the introduction of the new MyGoals. In March 2020, further information sessions were held with 64 managers and 165 employees across Council to learn more about the HRIS 'ongoing MyGoals conversations' functionality.</p>	
Deliver the Procurement Transformation Project.	8.3.6	Organisational Services	Complete	<p>The planned tasks and activities for this phase of the Procurement Transformation Program have been completed. This year saw delivery and implementation of VendorPanel and VendorPanel Marketplace - Council's combined online tendering and quoting system and supplier registration hub to strengthen a centralised and standardised information source to inform decision making.</p> <p>The shift to a Strategic Procurement Contracting model has progressed, with the publication of future contract arrangements and sourcing information for suppliers on Council's website. The impact of the COVID-19 pandemic demonstrated the agility of the Procurement function, and a number of strategies were implemented to encourage use of local suppliers, the development of new products and leveraging of regional bulk buying schemes including Council's Community Electricity Scheme, was completed.</p>	
Continue to build a diverse and inclusive culture that enables cooperation, innovation and change to enhance outcomes.	8.4.1	People and Culture	Complete	<p>The change management portfolio commenced with 23 internal changes registered and continued to grow with new and smaller projects during 2019-2020. This promoted a focus on alignment and coordination of major internal projects across Council. Change management became an embedded expectation at project steering committees to ensure that people readiness was integrated into project timeframes and project planning.</p> <p>The number of internally qualified change agents increased from two to four to provide assistance and advice on change management activities across Council. An internal change community of practice was established to further develop change capability within the organisation. Major change management projects included the new Human Resource Information System, Asset Management System, Customer Experience and Strategic Procurement Transformation.</p>	
Enhance the continual improvement culture supporting service delivery.	8.4.2	Organisational Services	Complete	Council's focus on effective and efficient service delivery was supported through 15 light touch service reviews held during the quarter. A total of 60 officers participated in customer centric design thinking workshops, and 25 officers received creativity and innovation training, enhancing the organisation's continuous improvement culture. These efforts contributed to \$7.3m worth of financial savings for 2019-2020, allowing delivery of additional community value and outcomes.	

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	Complete	<p>While COVID-19 restrictions had an impact on the number and type of community engagement activities conducted in quarter four, Council engaged with the community on 31 projects. Council used a variety of channels to create resident and ratepayer awareness of projects. These channels included local media, Council and social media channels, letterbox distributions, posters and site signs.</p> <p>In addition, a range of feedback mechanisms were used including intercept surveys at shopping centres and libraries, Facebook and Twitter polls, telephone surveys, small group meetings, large-scale open house activities, key stakeholder workshops, online Your Say surveys, mapping tools and submission forms. More than 40,000 Redlands Coast residents and stakeholders were actively engaged on Council projects, informing and improving Council decision making. This included 38,000 visitors to Council's Your Say web page.</p>	