

OUR FUTURE REDLANDS

A Corporate Plan to 2026 and Beyond



Redland
CITY COUNCIL



Acknowledgement of Traditional Owners and Country

Redland City Council is committed to working with Traditional Owners, supporting their role as custodians of their traditional lands and helping ensure the future prosperity and cultural enrichment of the community.

Council recognises that the Quandamooka People are the Traditional Owners of much of Redlands Coast. Council also extends its acknowledgement of Traditional Owners to the Danggan Balun (Five Rivers) People who are currently in the process of Native Title determination for an area that crosses into southern Redlands Coast.

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Welcome

Welcome to *Our Future Redlands – A Corporate Plan to 2026 and Beyond*, the new corporate plan for the city of Redland.

The plan introduces our new city vision – **Naturally wonderful lifestyle. Connected communities. Embracing opportunities** – and describes seven 2041 goals supported by objectives, catalyst projects and initiatives.

With a focus on finding a balance between sustaining the naturally wonderful lifestyle we currently enjoy, and the community’s clear desire for a thriving and progressive city, the plan will help ensure Council decisions over the next five years support an enriched and sustainable future for our city and the communities that live, work and play here.



“
As a forward-looking
document, this plan
seeks to ensure we
are prepared for the
future ...
”

MAYOR'S MESSAGE

The next five years will be pivotal to laying the foundations for our future as a city and ensuring the exciting opportunities ahead are delivered through a shared vision.

Our Future Redlands – A Corporate Plan to 2026 and Beyond is the document that will direct that shared vision by delivering on our community's collective aspirations. A result of consultation and feedback from residents, the plan presents a 2041 vision for Redlands Coast as a city of “connected communities, naturally wonderful lifestyle and embracing opportunities”. It is very much a community-focused plan built on a foundation of collaboration and partnerships designed to deliver on our residents' needs.

Guided by community input, our Corporate Plan is built on seven strategic goals – city leadership, strong communities, Quandamooka Country, natural environment, liveable neighbourhoods, thriving economy and on efficient and effective organisation. These goals will be Council's roadmap to deliver the projects and services needed to support the city, including delivering the jobs for today and for our children, especially in sectors such as sustainable tourism, health and wellness, and education.

As a forward-looking document, this plan seeks to ensure we are prepared for the future through the implementation of initiatives such as the *Smart and Connected City Strategy*, which is helping us adapt to tomorrow's challenges by adopting new technology and innovation.

This includes focussing on new energy opportunities with the potential to deliver genuine economic and environmental benefits for our community.

This plan also focuses on celebrating our naturally wonderful location and the opportunities it presents, including delivering catalyst projects such as sport and recreation precincts so our community can play the sports they love and local families can enjoy the great outdoors.

It also provides a commitment to develop a shared vision for community assets such as the Birkdale Community Land and Willards Farm, while setting the scope for managing and maintaining our natural assets and ecosystems. At the same time it shows how we plan to enhance the unique character and liveability of our city through investment in active transport and key infrastructure, including on our islands.

The challenges of 2020 showed the capacity of Redlands Coast to unite through genuine collaboration between Council, business, community organisations and community members.

Our Future Redlands – A Corporate Plan to 2026 and Beyond builds on that and provides the blueprint for us to build a shared future together.

Councillor Karen Williams
Mayor of Redland City

CEO'S MESSAGE

This is the plan that will guide the allocation of Redland City Council's resources over the next five years and support a vision extending to 2041.

Our Future Redlands – A Corporate Plan to 2026 and Beyond provides clear direction, built from the vision of our elected Council and feedback from the community.

Importantly, it also speaks to our employees so they have line-of-sight from their day-to-day role to the city and community we serve, underpinned by a new set of organisational values.

The plan is built on seven pivotal areas of city leadership, strong communities, Quandamooka Country, natural environment, liveable neighbourhoods, thriving economy and efficient and effective organisation – each accompanied by projects and initiatives, informed by the community, which will shape the city in line with residents' immediate needs and future aspirations.

Among them are measures to encourage community participation in local decision-making and increase awareness and transparency around Council operations. This plan aims to make Redlands Coast smarter and more connected. It embraces initiatives to recognise and celebrate our local heritage, progress our reconciliation journey with Traditional Owners, enhance our environment and provide sporting, recreational, lifestyle, job and business opportunities for all.

Underpinned by the four pillars of sustainability – social, economic, governance

and environment – the plan supports the proactive management of the impact of climate change on our 335km of foreshores and paves the way for the activation of our coastline, encouraging recreation through projects such as the Minjerribah Panorama Coastal Walk.

Enhancing the unique character and liveability of our city is also a core element with our Centres Planning Program as a catalyst project. Active transport investment will be a key driver as Council improves connectivity across the city through a greater focus on cycling and pedestrian facilities, as well as advancing the upgrades to our island and mainland transport infrastructure.

Finally, this plan includes projects such as a fast fibre optic network connecting some of our facilities and a business transformation initiative to achieve Council's goal of being an efficient and effective organisation.

With our community at the centre, *Our Future Redlands – A Corporate Plan to 2026 and Beyond* presents Redlands Coast as a desirable place to live, work and play, uniquely positioned environmentally, socially and culturally. It establishes a strong foundation to achieve our vision of *Naturally wonderful lifestyle. Connected communities. Embracing opportunities.*



Andrew Chesterman
Chief Executive Officer, Redland City Council



“
The plan is built on seven pivotal areas of city leadership, strong communities, Quandamooka Country, natural environment, liveable neighbourhoods, thriving economy and efficient and effective organisation.
”

OUR MISSION AND VALUES

Our Mission

“ Make a difference, make it count.”

Our Organisational Values



ABOUT OUR CITY

HISTORY OF REDLAND CITY

Redland City and its waters have been home to the Quandamooka People for tens of thousands of years. For a similar time period the Danggan Balun (Five Rivers) People have lived on lands encompassing a section of southern Redlands Coast, with a process of Native Title determination currently under way.

European settlement of the area commenced in the early 1800s, and Redland Shire was formed in 1949 when Tingalpa and Cleveland Shire councils amalgamated.

In 1973 the Southern Moreton Bay Islands (Lamb, Macleay, Russell and Karragarra Islands) were incorporated into Redland Shire before a local government reform in 2008 saw the area achieve the status of city, and the name changed to Redland City.

PAST PLANNING PLAYS A ROLE

An essential part of developing this plan for our future has been considering our past.

The strategic plans and initiatives delivered by Council over the past decade have shaped this new corporate plan, with analysis of community feedback and content providing insight into what our residents consider important.

A range of themes and sentiments were identified, some recurring and remaining current today and others reflecting a certain place in time. Analysis revealed that our residents love living on Redlands Coast, and that Council is doing well in many service delivery areas. The community feedback also helped identify areas for improvement.

Our Future Redlands – A Corporate Plan to 2026 and Beyond will build on these strategic plans and initiatives to deliver on its seven goals.



LOOKING FORWARD

This plan has been developed by listening to our community and what they want for the future of our city.

We have listened and recognise that residents want a future that balances protection of our natural assets and unique lifestyle.

The initiatives and catalyst projects outlined in *Our Future Redlands* will help ensure a future city that the community wants to see.

By 2041, the population of Redlands Coast is expected to be approximately 192,000.

By then, the culmination of this plan will have led to Redlands Coast being a thriving regional city with a naturally wonderful lifestyle, connected communities, and one that embraces opportunities.

The decisions made, guided by this plan, will lead to a city that is fit for purpose for our community, a city where future generations are experiencing the environmental, social, cultural and economic benefits of calling Redlands Coast home.



A CITY SNAPSHOT

Area 537km²

40% of land is
protected green space

335km

Length of coastline
(approx.)

**Population
158,815**

Estimated residential
population as at
30 June 2019

42 years

Median resident age

22.5%

of residents born
overseas

2.3%

identify as Aboriginal
or Torres Strait
Islander

**Average
temps**

Summer 19C – 29C
Winter 9C – 21C

74.2%

of the 40,532
people who work
in Redland City
also live in the area¹

1 Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data) compiled and presented by profile.id.

MAYOR AND COUNCILLORS' BIOGRAPHIES

MAYOR OF REDLAND CITY



COUNCILLOR KAREN WILLIAMS

Elected: 2004

Mayor since 2012

Karen was born in Redlands Coast and has raised her family here. She was elected Mayor in April 2012 after serving as the Divisional Councillor for Division 9 (Capalaba) from 2004.

Karen prides herself on understanding the diverse needs of Redlands Coast. Her priorities include seeking Council efficiencies and innovations and building strong local and regional partnerships and a thriving economy.

She is involved with numerous community organisations and local government bodies including the Council of Mayors (SEQ), Committee for Economic Development for Australia (CEDA), Chair of the Local Disaster Management Group and Australian Government Local Government Domestic, Family and Sexual Violence Prevention Project Reference Committee.

Karen holds a Diploma with the Australian Institute of Company Directors.

☎ (07) 3829 8623 / 0416 123 588

✉ mayor@redland.qld.gov.au

DIVISION 1

Wellington Point (part)/Ormiston



COUNCILLOR WENDY BOGLARY

Elected: 2008

Deputy Mayor: April 2016–April 2018

Wendy has held a variety of committee positions. She is currently Council's representative on the Council of Mayors (SEQ) Economic Development Working Group and the Redland City Council-Urban Development Institute of Australia (RCC-UDIA) Qld Redland Advisory panel.

She has raised her family in the division she now represents and continues to be involved in a large number of school, sporting and community organisations including Redlands Coast Chamber of Commerce. Wendy holds a Diploma with the Australian Institute of Company Directors, Diploma of Project Management and is currently completing a Diploma in Community Development.

Wendy has two decades of small business success and banking experience, and is strongly committed to the local economy, environment and the liveability of Redlands to ensure a sustainable future for our city.

☎ (07) 3829 8619 / 0408 543 583

✉ wendy.boglary@redland.qld.gov.au

DIVISION 2

Cleveland (part)/
North Stradbroke Island



COUNCILLOR PETER MITCHELL

Elected: 2016

Peter has called Redlands Coast home since 1990 and is a married father and grandfather of two.

He has a Bachelor of Physiotherapy and a Master's in Sports Physiotherapy, and for 25 years owned a physiotherapy practice in Cleveland (Nandeebie/Indillie).

Peter understands small business and grassroots involvement, having employed local staff, sponsored numerous events and helped many thousands of people. His on-the-ground experience has shaped a great appreciation for cooperation, tolerance and teamwork.

Peter is a keen local triathlete, active volunteer and leads by example with optimism and enthusiasm.

Peter is currently Council's representative on the Donald Simpson Community Centre Board of Management.

☎ (07) 3829 8607 / 0412 638 368

✉ peter.mitchell@redland.qld.gov.au

DIVISION 3

Cleveland (part)/Thornlands (part)/
Victoria Point (part)



COUNCILLOR PAUL GOLLE
Elected: 2016

Paul is a professional with experience specialising in Operations Management, Risk Analysis and Training and Development. Paul holds education qualifications in legal services, strategic leadership, risk management, human and physical resource supervision and workplace training and assessment.

He has worked in the private sector, specialist international government project management and the Australian Defence Force.

Paul is dedicated to driving a culture of continuous improvement with a focus on productivity, and works hard to ensure all members of the local community have access to services and opportunities.

Currently Chair of the Regional Mosquito Management group, which encompasses key regional stakeholders, Paul is also involved with numerous community organisations.

☎ (07) 3829 8618

✉ paul.golle@redland.qld.gov.au

DIVISION 4

Victoria Point (part)/
Coochiemudlo Island



COUNCILLOR LANCE HEWLETT
Elected: 2012

Deputy Mayor: April 2018–March 2020

Lance and his wife have lived in Redlands Coast since 1991 and are passionate about community, family and social justice. Lance is dedicated to helping provide the people in his community with an enriched lifestyle.

He worked with the Queensland Government for 11 years with the State Stores Board as a Procurement Officer/Manager. He then worked in sales and marketing in the private sector, with positions including National Sales Manager of a leading paper importer and Queensland State Manager in the graphic and signage industry.

Lance is involved with many community organisations and is Patron of Meals On Wheels Victoria Point, Coochiemudlo Surf Life Saving Club, Victoria Point Volunteer Marine Rescue, Koala Action Group, Redlands Netball Association and Victoria Point Seniors.

☎ (07) 3829 8603 / 0421 880 371

✉ lance.hewlett@redland.qld.gov.au

DIVISION 5

Redland Bay (part)/
Southern Moreton Bay Islands



COUNCILLOR MARK EDWARDS
Elected: 2012

Mark's association with Redlands Coast spans more than 40 years. He started his working life at a bank in Cleveland (Nandeebie/Indillie) before climbing the ranks through various accountancy and managerial positions to a regional management position in Brisbane. He also has business background in tourism and small-scale residential development.

With his work history and experience providing an understanding of financial management and the needs of business, Mark has a focus on delivering value-driven outcomes for the community, small business and local industry.

He understands the needs and aspirations of the wider community and is focused on achieving tangible outcomes.

☎ (07) 3829 8604 / 0407 695 667

✉ mark.edwards@redland.qld.gov.au

DIVISION 6

Mount Cotton/Redland Bay (part)



COUNCILLOR JULIE TALTY

Elected: 2012

Deputy Mayor: April 2020–

Julie grew up in Redlands Coast, is a fifth-generation Redlander and lives with her family in the division she serves. She has completed three higher education qualifications and was a teacher at a local school before being elected to serve at Council in 2012.

She has owned and operated small businesses and worked for large corporate entities in publishing and the beauty industry.

Julie is dedicated to ensuring a continuance of those qualities of lifestyle and community that have made the region so liveable and takes opportunities to support and further local initiatives.

Julie is involved in many local community organisations including schools and sporting clubs.

☎ (07) 3829 8606 / 0418 218 847

✉ julie.talty@redland.qld.gov.au

DIVISION 7

Capalaba (part)/Alexandra Hills (part)/
Thorncroft (part)/Cleveland (part)



COUNCILLOR ROWANNE MCKENZIE

Sworn in: April 2020

Rowanne brings professional and life experience to her role as Councillor.

She owns and operates a small Redlands Coast business with her husband and has previously worked with State Government.

Her business experience drives Rowanne's support for local business and jobs.

Having a passion to build and strengthen community connections, Rowanne is involved with numerous community organisations including RedFest, school P&Cs and Compassion Australia.

She is a member of the Redlands Coast Chamber of Commerce, Redlands Women in Business and the Sporting Shooters Association of Australia.

Rowanne is dedicated to ensuring Redlands Coast continues to be a naturally wonderful place to live and encourages all residents to actively participate in achieving the best outcomes for the city.

☎ (07) 3829 8999 / 0435 000 034

✉ rowanne.mckenzie@redland.qld.gov.au

DIVISION 8

Birkdale (part)/Alexandra Hills (part)/
Capalaba (part)/Wellington Point (part)



COUNCILLOR TRACEY HUGES

Elected: 2016

Tracey is a long-term resident of Redlands Coast, living in Victoria Point (Warrar Warrar) for nine years before moving to Wellington Point (Cullen Cullen) in 1999.

A long-serving and committed volunteer, Tracey is involved with many church, school, sporting and community groups and events.

Tracey is currently on Council's Audit Committee and has undertaken learning to support her role as a Councillor, completing a Diploma of Local Government – Elected Members and the Foundation of Company Directorships with the AICD in her first term. She undertook the AICD Company Directorship Course in 2020 and plans to complete the Auditing course in 2021.

As Councillor for Division 8, Tracey is dedicated to promoting our city and its people, as well as strengthening and protecting community values.

☎ (07) 3829 8600 / 0427 734 214

✉ tracey.huges@redland.qld.gov.au

DIVISION 9

Sheldon/Capalaba (part)/
Thornlands (part)



COUNCILLOR ADELIA BERRIDGE

Sworn in: April 2020

A business owner, tax practitioner, volunteer and campaigner, Adelia is committed to representing her community within an open and inclusive Council.

Adelia has used her business and financial experience to establish an import and export business, and is keen to use her skills to help support organisations including sporting clubs and schools.

A qualified veterinary nurse, Adelia's passion for animals and native Australian fauna has seen her actively campaign and advocate to save Redlands Coast koalas and their environment.

Adelia is involved with many community organisations like the National Trust, Redlands Coast Chamber of Commerce, Queensland Conservation Council and Koala Action Group.

She has also spent three decades volunteering, including support of Rotary and Forum Communicators.

☎ (07) 3829 8999 / 0435 538 278

✉ adelia.berridge@redland.qld.gov.au

DIVISION 10

Birkdale (part)/Thornside



COUNCILLOR PAUL BISHOP

Elected: 2012

A husband and father of four, Paul was raised in Wynnum and has lived in Birkdale (Cullen Cullen) since 2004. He is an award-winning stage and screen actor; a trained process facilitator and cluster manager; social media maker; company director of Arts Evolution Pty Ltd and Chair of Shock Therapy Arts.

Paul is an advocate for community engagement, social cohesion, economic resilience, ecological sustainability and cultural capacity building.

His commitment to democratic principles and human-centred co-design processes has been evident over two decades through his use of applied research and engagement in examples of 'Local Community Action'.

Paul is Patron of Wynnum Redlands Canoe Club, MATES Theatre Genesis and is Council's delegate on Redlands Museum and Co-Chair of Redlands Regional Arts Development Fund (RADF).

☎ (07) 3829 8605 / 0478 836 286

✉ paul.bishop@redland.qld.gov.au

STRATEGIC PLANNING

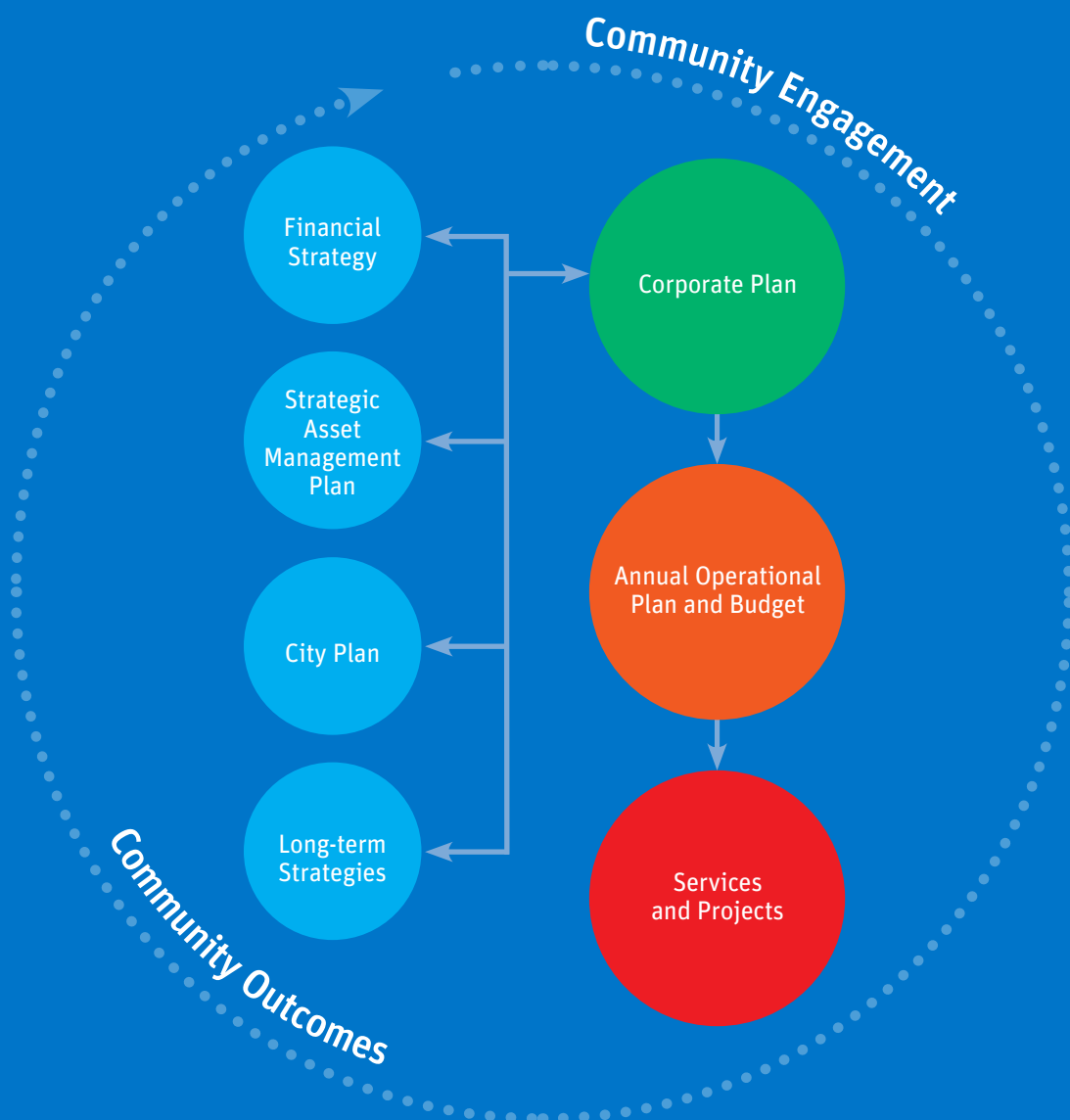
STRATEGIC FRAMEWORK

In Queensland, the *Local Government Act 2009* requires Council to produce a five-year corporate plan which outlines its strategic direction and how it will measure progress towards its vision. The Corporate Plan is informed by Council's *Financial Strategy 2020–2030*, *Strategic Asset Management Plan 2019–2029*, and our strategies, and provides Council with clear direction and helps us to make decisions about directing our resources over the next five years.

Council's *Financial Strategy 2020–2030* assists Council to set priorities in accordance with our financial resources to ensure that budget decisions are made in a financially sustainable manner.

The *Strategic Asset Management Plan 2019–2029* is informed by Council's services and guides our whole of lifecycle asset management to support the City's financial sustainability and service levels.

Actions from our long-term strategies and strategic priorities are delivered through the five-year Corporate Plan to ensure that the projects and services we undertake align with our strategic direction and community expectations.





OUR CORPORATE PLAN

Our Future Redlands – A Corporate Plan to 2026 and Beyond sets the long-term vision and goals for our city, and outlines priorities for the next five years, helping Council decide on annual operations and budgets. The plan has been structured around seven strategic themes:

- City Leadership
- Strong Communities
- Quandamooka Country
- Natural Environment
- Liveable Neighbourhoods
- Thriving Economy
- Efficient and Effective Organisation

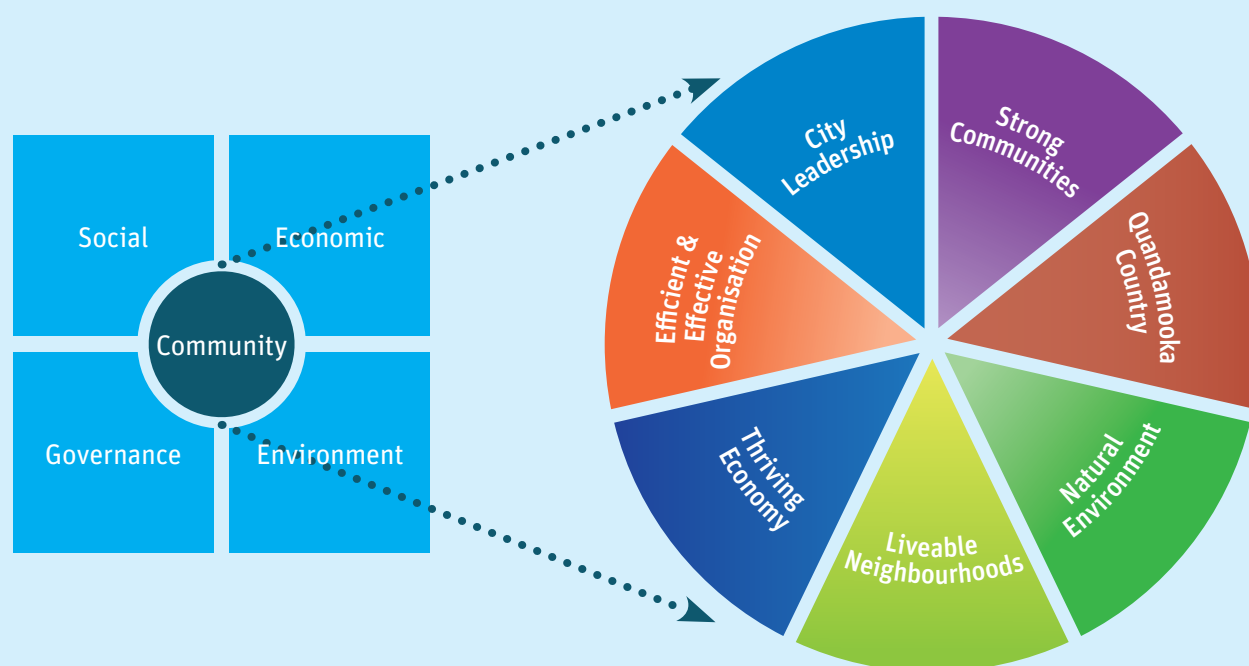
Each strategic theme identifies a long-term goal, as well as objectives, catalyst projects and key initiatives that will help drive our desired outcomes over the next five years.

These will be prioritised each year through the development of our annual operational plan and budget, to allow Council to align the projects and services we deliver to our strategic direction and our community's needs and values.

The Quadruple Bottom Line (QBL) is the basis from which our strategic themes have been set. Council is committed to delivering a plan for our city that addresses the four principles of sustainability, known as the 'quadruple bottom line'. These are:

- Social
- Economic
- Governance
- Environment

Each principle of the QBL needs to be balanced to achieve sustainability. Council aims to achieve this balance through the QBL principles that are weaved throughout the seven strategic themes and goals in this plan. As with the QBL principles, the goals are not intended to conflict with each other but instead, to function in alignment to create a balanced approach that supports a sustainable future and contributes towards achieving our city vision.



Community is at the heart of Quadruple Bottom Line sustainability, which underpins our 2041 goals.

ACHIEVING OUR PLAN

COUNCIL'S ROLE

Council provides a wide variety of services to support the management and governance of our community. Council's role in providing these services will be varied and influenced by needs, demand, costs, legislation and community expectation. Other stakeholders, including government agencies, business partners and community groups also have a responsibility to contribute towards achieving successful outcomes.

Deliver	Plan, deliver and fund services and projects.
Facilitate	Assist others to undertake activities by bringing interested parties together.
Partner	Work with other stakeholders to achieve shared goals.
Educate	Share learning to support broader understanding and action.
Advocate	Promote the interest of the community to influence decision makers.
Regulate	Regulating activities through law and legislation.



THE COMMUNITY'S ROLE

All members of the community can play a significant role in supporting and achieving the vision for our city, with many opportunities for community members to contribute to achieving great outcomes for our community and city.

Key ways that our community can support this are identified under each goal throughout this plan. Council encourages all members of the community to consider how they can have an impact and help influence a wonderful future for Redlands Coast.



ANNUAL PLANNING

Council's Corporate Plan informs our annual operational planning process and budget, and sets the parameters to measure our performance (reported through our Annual Report and quarterly Operational Plan reporting).

Each year we review our performance, strategic and operational risks, key financial policies, services and assets. This enables us to identify our specific priorities for the following year, and make decisions about our annual operational plan and our annual budget.



HOW WE WILL MONITOR AND REPORT OUR PERFORMANCE

Council will monitor performance against implementation of the Corporate Plan through quarterly reporting against our annual operational plan, as well as reporting against the Corporate Plan performance in our Annual Report.

These regular reviews will help to ensure the Corporate Plan retains its currency and relevance, and is achieving the intended outcomes for our community.



OUR 2041 VISION

Naturally wonderful lifestyle. Connected communities. Embracing opportunities.

OUR 2041 GOALS

CITY LEADERSHIP

Our city is enriched through a spirit of collaboration and respect across Council and the community, which drives our shared community values and achieves outcomes for our people, place and prosperity.

EFFICIENT AND EFFECTIVE ORGANISATION

Council employees are proud to deliver efficient, valued and sustainable services for the betterment of the community.

THRIVING ECONOMY

Our thriving economy recognises the benefit of our unique geography and is underpinned by enabling infrastructure, supportive policy and successful partnerships which maximise opportunity for growth in industry, job creation, innovation and investment.

STRONG COMMUNITIES

Our strong and vibrant community spirit is nurtured through services, programs, organisations, facilities and community partnerships that promote resilience, care and respect for residents of all ages, cultures, abilities and needs.

QUANDAMOOKA COUNTRY

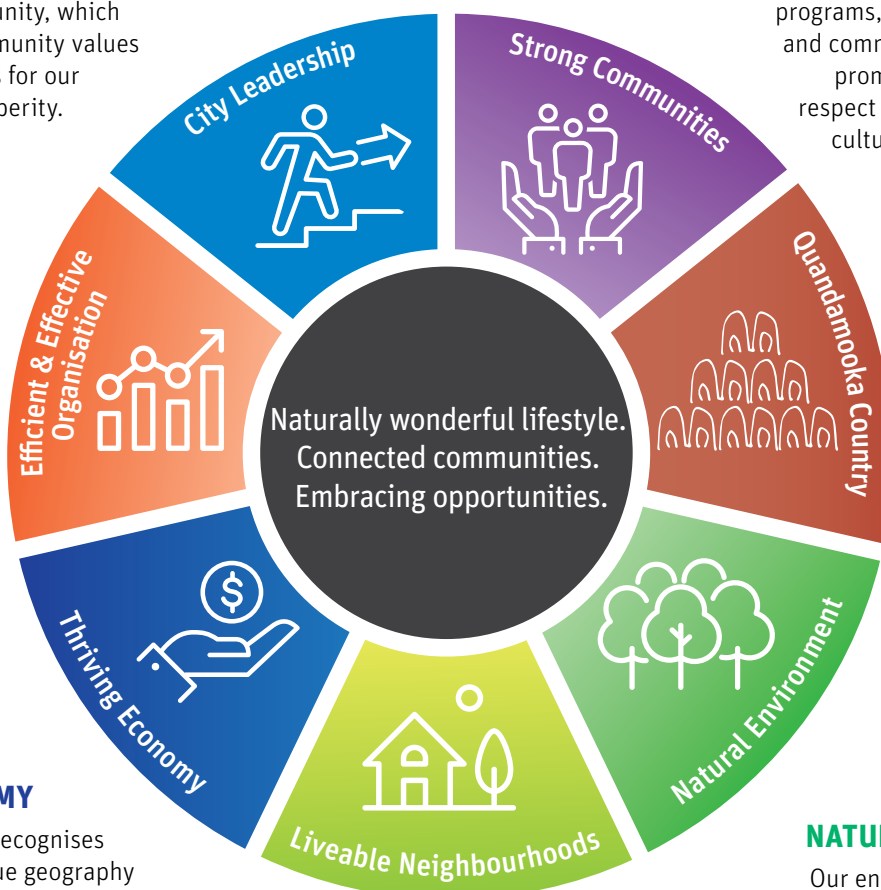
Our city embraces the rich Aboriginal heritage of Redlands Coast (Quandamooka) and the Traditional Owners' ongoing custodianship of Quandamooka land and waters. We work together for the future of Redlands Coast on Quandamooka Country.

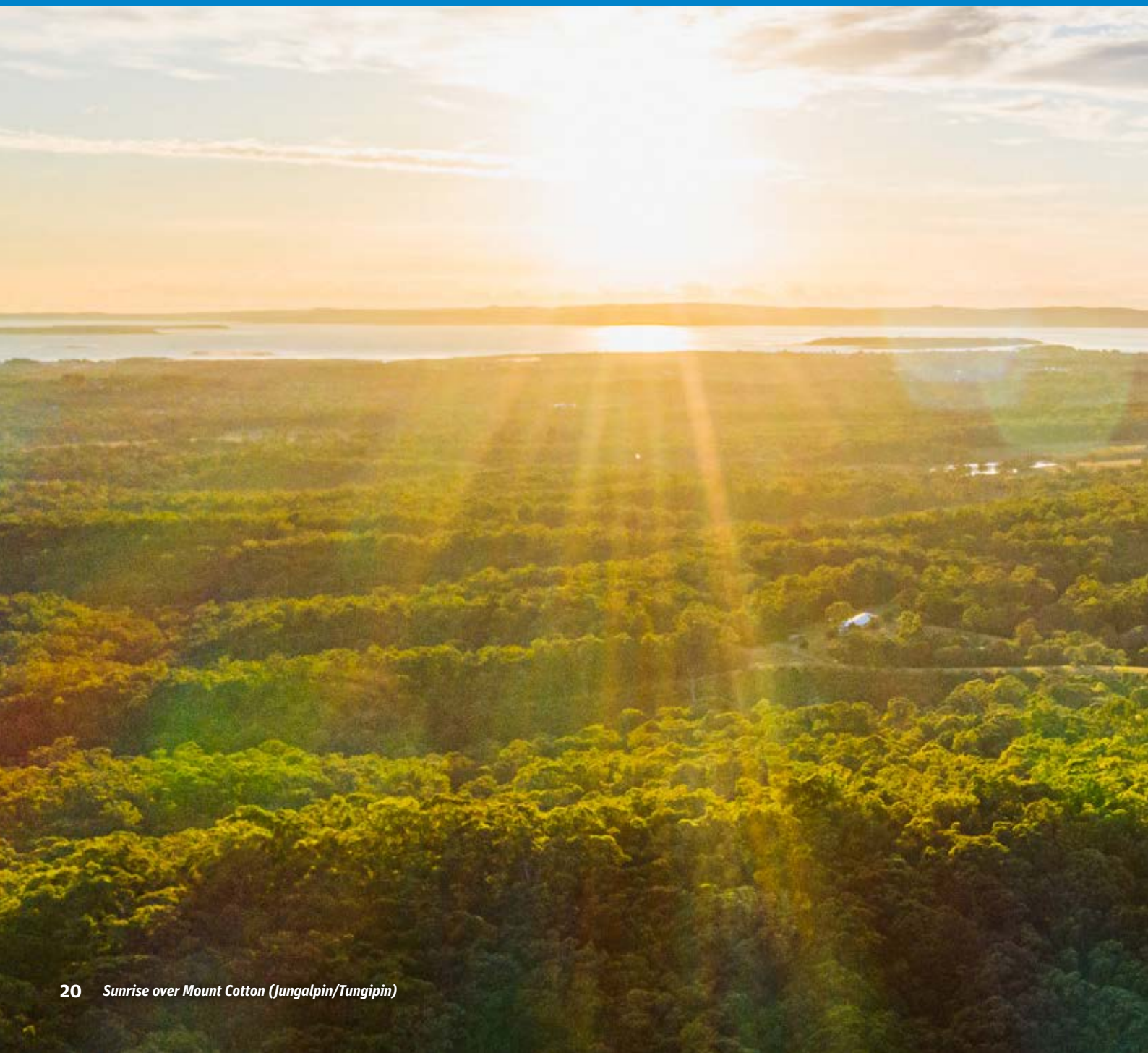
NATURAL ENVIRONMENT

Our environment enhances our identity, lifestyle, wellbeing, economy and cultural values. Opportunities to be immersed in our naturally wonderful environment are harnessed, and drive our commitment to protect and enhance our natural assets.

LIVEABLE NEIGHBOURHOODS

Our unique local lifestyle is enhanced by a well-planned network of island, urban, rural and bushland areas which connect and support our natural assets, communities and businesses.







Corporate Plan – Goal 1

CITY LEADERSHIP

Our City is enriched through a spirit of collaboration and respect across Council and the community, which drives our shared community values and achieves outcomes for our people, place and prosperity.





GOAL 1: CITY LEADERSHIP

A SNAPSHOT OF CITY LEADERSHIP

Redland City Council is the elected body responsible for the good governance of Redland City

11 elected members –
10 divisional Councillors and the Mayor

Local government elections are held every four years on the same date for all 77 councils across Queensland



Council engages with a broad range of stakeholders including Quandamooka People, chambers of commerce, businesses, the city's tourism sub-committee, community and ratepayer groups, volunteers, emergency service agencies and other government agencies.

Engagement activities include board and committee meetings, forums, round table, joint projects, meetings, briefings, events, direct mail, newsletters and digital media.

ABOUT OUR ENGAGEMENT

your say

Council has a dedicated online engagement platform 'Your Say Redlands Coast':

- 39,600 Redlands Coast residents and key stakeholders participated in community engagement in 2019-2020
- 13% increase in online engagement through 'Your Say Redlands Coast' platform from 2018-2019



Updates and key information are provided through Our Redlands Coast community magazine, Mayor and Councillor newsletters, the Redland City Council websites, media, social media platforms, electronic newsletters and the What's On calendar

Our five-year plan

OUR 2026 CITY LEADERSHIP OBJECTIVES

- 1.1 Display quality leadership by our elected Council through transparent and accountable processes and effective communication that builds community trust.
- 1.2 Undertake meaningful community engagement to encourage diverse participation in local decision making.
- 1.3 Create and maintain strategic and innovative partnerships to drive better outcomes for our city.
- 1.4 Advocate for services and funding across our city to enhance social, cultural, environmental and economic outcomes.

CATALYST PROJECTS

1. **South East Queensland City Deal**
Support agreement between the three levels of government to deliver investment in regionally transformative infrastructure which provides long term benefits for Redlands Coast.
2. **Smart and Connected City Strategy**
Implement the *Smart and Connected City Strategy* to deliver smart local and regional solutions that improve the liveability, productivity and sustainability of the city.
3. **Community Engagement**
Strengthen Council's internal capacity to undertake meaningful community engagement using a broad range of tools and deliver enhanced promotion of engagement activities.

2021–2026 KEY INITIATIVES

1. Improve ways of engaging with our community to encourage diverse participation in local decision making, and co-design of community outcomes.
2. Improve communication with our community to increase awareness and transparency around Council operations.
3. Develop a strategic framework to guide Council's advocacy efforts with both the Commonwealth and State Governments for the betterment of Redlands Coast.
4. Advocate for all islands to be recognised in a regional status to create greater funding opportunities.



Young Leaders Group discussing the Corporate Plan



GOAL 1: CITY LEADERSHIP



HOW WE WILL MEASURE OUR PERFORMANCE

- Percentage (%) of the community satisfied with community consultation.
- Percentage (%) of external funding linked to Council's Corporate Plan key initiatives, catalyst projects, and strategic priorities.
- Council interests are represented on key regional collaboration and advisory groups.
- Increase in the percentage of people who have participated in Council's community engagement activities.

SUPPORTING STRATEGIES

- *Quandamooka People and Redland City Council Indigenous Land Use Agreement*
- Internal Reconciliation Action Plan *Kanara Malara - One People*

HOW THE COMMUNITY CAN CONTRIBUTE

1. Contribute to the conversation with Council – join our 'Your Say Redlands Coast' engagement platform to receive information about opportunities to be involved in local decision making.
2. Use Council's websites and social media to remain informed about the issues and opportunities facing our city.

CONTRIBUTING SERVICES

- Elected Council
- Communication and Engagement
- Economic Development



Redlands Coast Regional Sport and Recreation Precinct engagement



Southern Moreton Bay Islands ferry terminal engagement



Launch of First Five Forever Jandai literacy bag



Internal NAIDOC Ambassadors





Corporate Plan – Goal 2

STRONG COMMUNITIES

Our strong and vibrant community spirit is nurtured through services, programs, organisations, facilities and community partnerships that promote resilience, care and respect for residents of all ages, cultures, abilities and needs.





GOAL 2: STRONG COMMUNITIES

A SNAPSHOT



18.2% of residents
volunteer ²



During 2019–2020,
916 volunteers
contributed 28,600+
hours of service across
various Council programs



43,052 active Council
library members



Attendance of more
than 40,000 people
for library activities
and events each year
(pre COVID-19 figures)



45,000+ people
visit Redland Art
Gallery each year
(pre COVID-19 figures)



More than 200 community
events are held at Redland
Performing Arts Centre
each year
(pre COVID-19 figures)

There are approximately 152.3 hectares
of designated sports parks
across Redlands Coast

In 2019–2020 Council assisted groups to
deliver more than 58 community run events
attended by more than 159,000 people
(237,000 in 2018–2019 without
COVID-19 restrictions)

Council provides community
education for disaster management,
focusing on bushfire prone areas
and isolated communities

In 2020, the community celebrated the
re-opening of Redlands IndigiScapes Centre,
following a \$4.54 million transformation,
funded by Council with the assistance
of the State Government

Council's Community Champions Program was named 'Local Government Award'
joint winner at the Get Ready Queensland Resilient Australia Awards 2019.
The program went on to be selected as a finalist in the Resilient Australia National
Local Government Award where the program received a national Highly Commended Award.

² Census 2016. Source: Australian Bureau of Statistics

Our five-year plan

OUR 2026 STRONG COMMUNITIES OBJECTIVES

- 2.1 Enhance the health, safety and wellbeing of our community through the delivery of inclusive and responsive services focused on preserving and improving our naturally wonderful lifestyle by leveraging partnerships, networks, facilities and infrastructure.
- 2.2 Promote and celebrate our local heritage and diverse cultures through local arts, festivals and events to foster creativity and connectivity across the community.
- 2.3 Build the community's capacity to adapt to changes in the physical, social and economic environment.
- 2.4 Enhance community inclusion where people of all locations, ages, abilities and cultures can participate and have access to the necessary services and facilities.

CATALYST PROJECTS

1. **Redlands Coast Sport and Recreation Precinct**
Progress Council's staged master-plan including sporting fields, club buildings, car parking, cycling tracks, recreation trails and spaces to play and explore.
2. **Birkdale Community Land, Willards Farm and Tingalpa Creek Corridor**
Create a shared vision for the end use of the land recognising the rich and diverse history of the site, building those values into creating an iconic landmark for the Redlands Coast.
3. **Strategic Property Planning Opportunities**
Generate enhanced community outcomes through strategic alignment and transitioning of Council's property portfolio to embrace sustainable opportunities to deliver physical and natural assets that respond to current and future needs in regards to social, environmental and economic outcomes.

2021–2026 KEY INITIATIVES

1. Stronger Communities Strategy – Implement the Stronger Communities Strategy and Action Plans to help ensure the city has services and social infrastructure to support the health and wellbeing of people of all ages and abilities.
2. Develop and deliver initiatives to recognise and celebrate our local heritage and diverse cultures through the arts and events that promote connectivity.
3. Advocate for lifelong learning and capacity building opportunities to enable social, cultural and economic participation and enhance productivity.



Redland Bay Men's Shed



Historic Willards Farm,
Birkdale (Cullen Cullen)



Exploring IndigiScapes Centre



Cycling tracks



GOAL 2: STRONG COMMUNITIES



HOW WE WILL MEASURE OUR PERFORMANCE

- Diverse and inclusive offering of community activities in line with yearly operational plans.
- Annual community grants and sponsorship programs target identified community and business needs.
- Number of hours volunteers donate towards Council's projects and initiatives.
- Number of programs delivered that target community vulnerability.
- Number of disaster preparedness community engagements per month.

SUPPORTING STRATEGIES

- *Redland Open Space Strategy 2026*
- *Redland City Tourism Strategy and Action Plan 2015–2020*
- *Library Services Strategy 2017–2022*
- *Redlands Coast Transport Strategy*
- *Redland City Disaster Management Plan*

CONTRIBUTING SERVICES

- Social Planning
- Community Development
- Community Grants
- Disaster Management
- Libraries
- Arts and Culture
- Parks and Open Spaces
- Sport and Recreation
- Event Management
- Community Buildings and Facilities
- Laws and Regulation
- Integrated Customer Contact

HOW THE COMMUNITY CAN CONTRIBUTE

1. Participate in and support local networks, events and festivals.
2. Familiarise yourself with the *Redland City Council Disaster Management Plan* and how to prepare, respond and recover from a disaster.
3. Learn about and show respect for the diverse and unique culture and heritage within our city.
4. Celebrate diversity and embrace opportunities created through the different needs, values and cultures within our community.
5. Volunteer to help support people within your local community.



Entertainment at Redland Performing Arts Centre





Corporate Plan – Goal 3

QUANDAMOOKA COUNTRY

Our city embraces the rich Aboriginal heritage of Redlands Coast (Quandamooka) and the Traditional Owners' ongoing custodianship of Quandamooka land and waters. We work together for the future of Redlands Coast on Quandamooka Country.





GOAL 3: QUANDAMOOKA COUNTRY

A SNAPSHOT

Traditional Owners of much of Redlands Coast, collectively known as the Quandamooka People, have lived on the lands and seas of much of Redlands Coast for at least 21,000 years

The Quandamooka People represent three distinct tribes: the Nughie of Moorgumpin (Moreton Island) and the Noonuccal and Gorenpul of Minjerribah (North Stradbroke Island)

On 4 July 2011, Redland City Council and the Quandamooka People signed a historic Indigenous Land Use Agreement, setting out broad principles and mechanisms for how the parties will work together to benefit the community.

On the same day, 4 July 2011, the Federal Court of Australia made two native title consent determinations recognising the Quandamooka People's native title rights and interests.

The Quandamooka Coast Native Title Claim was entered on the Register of Native Title Claims in May 2017 and is in the process of determination



In 2017, more than 500 Council employees attended a Quandamooka Cultural Session to celebrate National Reconciliation Week



In 2019, Council adopted its first internal Reconciliation Action Plan: *Kanara Malara – One People 2019–2021 Redland City Council Internal Reconciliation Action Plan*, comprising of 55 actions

Council plays a proactive role in promoting Quandamooka Culture and reconciliation. Highlights include:

- The Indigenous Servicemen and Servicewomen Honour Roll in 2014, a public event that received national media attention, where the names of Aboriginal and Torres Strait Islander service men and women of Redlands Coast were announced by their family members or Quandamooka People.
- In 2015, Redland City Council in partnership with Quandamooka Yoolooburrabee Aboriginal Corporation unveiled the Quandamooka Statement of Recognition at the front of its Cleveland Administration building.
- Council was a proud founding sponsor of the Quandamooka Festival.
- Council has introduced dual place-naming, incorporating the Quandamooka People's Jandai dialect, into communications including signage, the Redlands Coast website and Council meeting rooms.
- Each year, Council hosts a number of events through its libraries, art galleries and Redland Performing Arts Centre to promote Quandamooka culture.

Our five-year plan

OUR 2026 QUANDAMOOKA COUNTRY OBJECTIVES

- 3.1 Value, engage and collaborate with Traditional Owners of much of Redlands Coast, the Quandamooka People.
- 3.2 Partner with the Traditional Owners of much of Redlands Coast, the Quandamooka People, to increase recognition, understanding, and respect for traditional culture and heritage and to protect and preserve Aboriginal heritage sites.
- 3.3 Support the delivery of commitments under the current North Stradbroke Island/Minjerribah Indigenous Land Use Agreement that Council has with Quandamooka Yoolooburrabee Aboriginal Corporation to provide economic, environmental, social and cultural opportunities for Traditional Owners.
- 3.4 Acknowledge the role – and knowledge of – Traditional Owners in managing the land and sea under Native Title.
- 3.5 Work towards the finalisation of Native Title determinations in consultation with Traditional Owner groups.

CATALYST PROJECTS

1. **Redlands Coast Reconciliation Action Plan**
Progress our reconciliation journey through the development of an externally facing Redlands Coast Reconciliation Action Plan.
2. **Dual Naming Wayfinding Signage**
Progress roll-out of dual naming wayfinding signage across the Redlands Coast that incorporates Quandamooka Jandai language.
3. **New City Entry Statements**
Installation of new city entry statements that include acknowledgement of Quandamooka Country.

2021–2026 KEY INITIATIVES

1. Work closely with the Traditional Owners of much of Redlands Coast, the Quandamooka People, and representative body Quandamooka Yoolooburrabee Aboriginal Corporation, to foster a positive, mutually respectful working relationship.
2. Continue to improve Council's capacity to deliver positive outcomes for the Traditional Owners of much of Redlands Coast, the Quandamooka People, and all Aboriginal and Torres Strait Islander people living on Redlands Coast, through policy as well as cultural awareness and heritage training for elected representatives and Council employees.
3. Work with the Quandamooka People to promote respect and understanding of Quandamooka culture and Native Title within the Redlands Coast community.
4. Work collaboratively with the Quandamooka People to help achieve a positive future for North Stradbroke Island/Minjerribah post sandmining, including advocacy for local planning.



NAIDOC Reconciliation event



Cultural training by Matthew Burns



Consultation with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC)



City entry statements



HOW WE WILL MEASURE OUR PERFORMANCE

- Number of joint initiatives agreed and completed in partnership with Quandamooka People and Quandamooka Yoolooburrabee Aboriginal Corporation.
- Cultural awareness and heritage training provided to elected representatives and Council employees.
- Promotion of Quandamooka culture and Native Title to the community.
- Percentage of residents aware of local Aboriginal history and culture.

SUPPORTING STRATEGIES

- *Quandamooka People and Redland City Council Indigenous Land Use Agreement*
- Internal Reconciliation Action Plan *Kanara Malara – One People*

CONTRIBUTING SERVICES

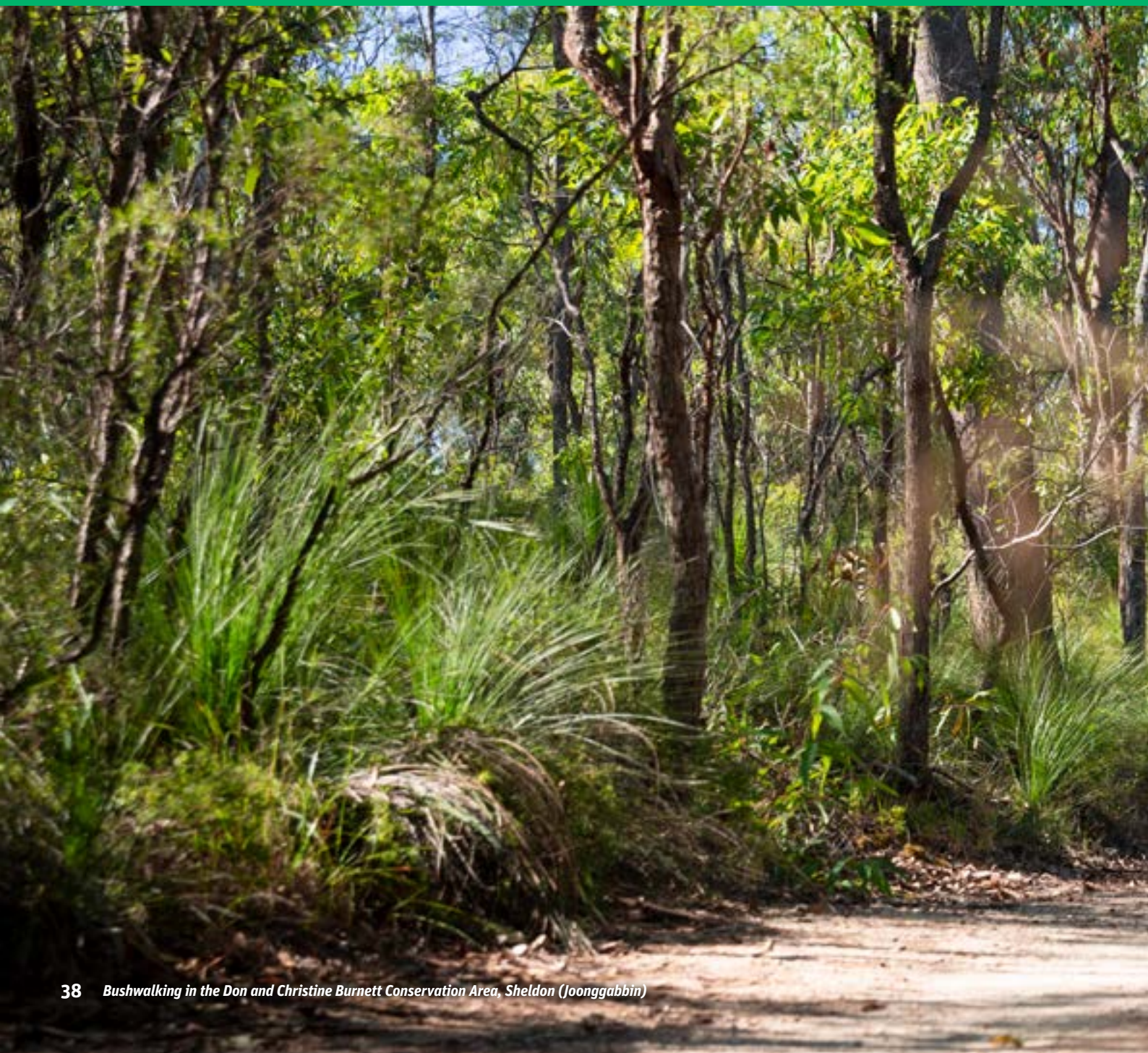
- Quandamooka Partnerships

HOW THE COMMUNITY CAN CONTRIBUTE

1. Learn about Quandamooka culture and Native Title on Redlands Coast.
2. Undertake a Quandamooka cultural experience, for example on North Stradbroke Island/Minjerribah.
3. Get involved in the development of Council's externally facing Redlands Coast Reconciliation Action Plan.



Quandamooka artist Craig Tapp creating art for the 2018 Queen's Baton Relay





Corporate Plan – Goal 4

NATURAL ENVIRONMENT

Our environment enhances our identity, lifestyle, wellbeing, economy and cultural values. Opportunities to be immersed in our naturally wonderful environment are harnessed, and drive our commitment to protect and enhance our natural assets.





GOAL 4: NATURAL ENVIRONMENT

A SNAPSHOT



1700 species
of animals



350 bird species



Two genetically distinct
koala populations



Annual visits from
20,000+
migrating humpback
whales each year



Six of the world's
seven sea turtle
species



Three dolphin
species and a
significant dugong
population

OUR NATURALLY WONDERFUL LANDSCAPE INCLUDES:

- Coastal islands.
- Fertile red volcanic soils.
- Diverse habitats – large open eucalypts to Ramsar wetlands.
- Moreton Bay Marine Park, one of the largest estuarine bays in Australia.
- North Stradbroke Island (Minjerribah), second largest sand island in the world.

Moreton Bay Marine Park, one of the largest estuarine bays in Australia

Our five-year plan

OUR 2026 NATURAL ENVIRONMENT OBJECTIVES

- 4.1 Manage, maintain and enhance our natural assets and ecosystems, including wildlife protection, vegetation management, and marine and waterway health and values.
- 4.2 Actively encourage reduction, reuse and recycling of waste to support sustainable waste management principles.
- 4.3 Encourage visitors and residents to embrace and experience our natural assets including coastline, islands, marine parks, hinterland and unique environment.
- 4.4 Support ecologically sustainable development through clear planning and policy.
- 4.5 Proactively manage climate change and extreme weather impacts through adaptive strategy and planning.

CATALYST PROJECTS

1. Coastline Activation

Finalise a strategy to activate the Redlands coastline, including Cleveland Point land access improvements and other landside improvements across the city, to encourage appreciation, recreation and utilisation of our unique natural bay and creek waterfront spaces and places.

2. Wastewater Treatment Plants

Develop a strategy to review opportunities associated with Council's wastewater treatment plants including new forms of energy.

3. Waste Management

Participate in the development of a regional waste plan, and develop a local Waste Recycling and Reduction Plan to move towards a zero waste future.

4. Minjerribah Panorama Coastal Walk

Progress next stages of this unique connection to enhance visitors' experiences, by harnessing key views and completing a safe pedestrian link between Point Lookout Village and Cylinder Beach.

2021–2026 KEY INITIATIVES

1. Continue to target rehabilitation, regeneration and habitat management works in key priority areas, based on strategic mapping and research through the delivery of the *Redlands Wildlife Connections Action Plan*.
2. Deliver Council's *Koala Conservation Strategy* and review and update the *Koala Conservation Action Plan* to commit to proactively preserve our koala population.
3. Partner with the community to manage fire risk through Council's fire management program.
4. Explore and implement opportunities to proactively reduce Council's carbon footprint.
5. Continue to implement the Coastal Hazard Adaptation Strategy to proactively manage the impact of climate change on our foreshores.
6. Support the transition to a circular economy for waste and participate in regional collaboration and other partnership opportunities to improve resource efficiency.
7. Partner with Seqwater and other water service providers to contribute to the development of the Water 4 SEQ Plan – an integrated plan for water cycle management in South East Queensland, supporting drought preparedness for the region.
8. Deliver the *Redlands Coast Biosecurity Plan* to proactively manage the impacts to Redlands Coast environmental assets and community lifestyle posed by biosecurity risks.
9. Work with the community to provide education opportunities to support, enhance and encourage environmental understanding and grow environmental connections.
10. Implement programs to address the impacts of land uses on waterways by delivering a coordinated approach to catchment management.
11. Partner with industry leaders to investigate alternative sources of energy that provide environmental, community and economic benefits.



GOAL 4: NATURAL ENVIRONMENT



HOW WE WILL MEASURE OUR PERFORMANCE

- Percentage (%) of bushcare programs, environmental partnerships and conservation services within core habitat and wildlife corridors in accordance with the *Wildlife Connection Action Plan* in priority mapped areas.
- Completion of programs in accordance with the yearly *Koala Conservation Strategy Action Plan*.
- Percentage (%) of waste recycled, and percentage (%) of contamination in recycled waste.
- Number of resident uptake on green bins.
- Percentage (%) of waste generation per resident.
- Disaster preparedness, response and recovery activities undertaken in accordance with the *Redland City Disaster Management Plan*.

SUPPORTING STRATEGIES

- *Waste and Recycling Plan 2015–2020*
- *Redlands Koala Conservation Strategy 2016*
- *Wildlife Connections Plan 2018–2028*
- *Redlands Coast Biosecurity Plan 2018–2023*
- *Redland City Plan*
- *Redland City Disaster Management Plan*

CONTRIBUTING SERVICES

- Environmental Management
- Waterway Management
- Environmental Compliance
- Environmental Education
- Public Health
- Waste and Recycling
- Disaster Management
- Economic Development

HOW THE COMMUNITY CAN CONTRIBUTE

1. Participate in conservation, restoration, revegetation, habitat enhancement and fire management on your private property.
2. Learn about and explore the many natural experiences on offer across the city.
3. Choose more sustainable goods when making purchases and maximise the value of the resources you use by repurposing wherever possible.
4. Learn how to minimise contamination and understand what items can be recycled through the services provided by Council.
5. Fill up a bag each week with soft plastics and drop them into a REDcycle bin at your nearest participating supermarket.



Koala conservation



Green bins



Surfing on North Stradbroke Island



Embracing our natural environment





Corporate Plan – Goal 5

LIVEABLE NEIGHBOURHOODS

Our unique local lifestyle is enhanced by a well-planned network of island, urban, rural and bushland areas which connect and support our natural assets, communities and businesses.





GOAL 5: LIVEABLE NEIGHBOURHOODS

A SNAPSHOT



225 playgrounds



70 sporting and recreation groups



36 schools



15 jetties



23 boat ramps



58 canoe and kayak launch points



Redlands Coast has many dedicated walking and cycling paths and road bike lanes. Paths and tracks connect to bus, train, ferry and barge terminals

REDLANDS COAST ENJOYS:

- Suburbs with family-friendly parklands, wonderfully wild conservation areas and great schools.
- Major business and retail centres as well as a host of recreational, cultural and community facilities.
- Semi-rural areas known for natural bushland and country lifestyle.
- Long foreshore parks providing recreational outlets for all of the family, with barbecues, playgrounds and walking and cycling paths.
- Café culture and dining precincts, boutique shopping and regular markets.
- Arts and culture within Redland Performing Arts Centre, art galleries, museums and libraries.
- Redlands Hospital and medical hub.
- Canal estates, village atmospheres, bay views and tree-lined streets.
- Sporting fields, parks, playgrounds and skate parks.
- Fishing and water sports, picnic and swimming areas.

Our five-year plan

OUR 2026 LIVEABLE NEIGHBOURHOODS OBJECTIVES

- 5.1 Enhance the unique character and liveability of our city for its communities through co-ordinated planning, placemaking, and management of community assets.
- 5.2 Maximise economic, environmental and liveability outcomes by creating greater connectivity and linkages within and beyond our city.
- 5.3 Increase community participation in active transport through improved infrastructure networks and behaviour change programs.
- 5.4 Sustainably manage growth and quality development in the city through planning, implementation and management of the *Redland City Plan*, *Local Government Infrastructure Plan* and *Netserv Plan*.

CATALYST PROJECTS

- 1. Active Transport Investment**
Pivot Council's existing transport expenditure to deliver a step-change in active transport connectivity across the city, through improving cycling and pedestrian facilities.
- 2. Southern Moreton Bay Islands Infrastructure**
Consolidate existing plans and strategies to develop a roadmap to improve infrastructure on the islands.
- 3. Marine Public Transport Facility Program**
Progress the upgrade of the four Southern Moreton Bay Islands ferry terminals and review development opportunities both on adjoining land and through the repurposing of existing structures for recreational purposes.
- 4. Major Transport Corridor Improvements**
Including Wellington Street and Panorama Drive Upgrade Program – Deliver Stage 1 of the multi-stage upgrade of this major transport corridor.

2021–2026 KEY INITIATIVES

1. Undertake planning to create attractive and vibrant city centres where people can live and work locally.
2. Develop a framework for an ongoing local area planning program to provide solutions to meet the specific needs of individual local areas and support their unique character and identity.
3. Engage our community to co-design the liveability of their neighbourhoods through planning, placemaking, and the management of community assets.
4. Deliver the *Redlands Coast Transport Strategy*, to create a more efficient, accessible and safer integrated transport system.



Thornlands Community Park



Ferry terminal upgrades



Active transport facilities



Wellington Street / Panorama Drive road upgrade program



GOAL 5: LIVEABLE NEIGHBOURHOODS



HOW WE WILL MEASURE OUR PERFORMANCE

- Annual kilometres of pedestrian and cycle network constructed.
- A minimum of two amendments per annum to the City Plan.
- Percentage (%) of population that live within a walkable or cycle-able distance to a key transport node.

SUPPORTING STRATEGIES

- *Redland City Plan*
- *Local Government Infrastructure Plan*
- *Redland Water Netserv Plan*
- *Redlands Coast Transport Strategy*
- *Economic Development Framework 2014–2041*

CONTRIBUTING SERVICES

- Strategic Land Use Planning
- Infrastructure Planning and Charging
- Development Assessment
- Transport and Road Network
- Water (supply)
- Wastewater (collection and treatment)
- Economic Development
- Strategic Partnerships

HOW THE COMMUNITY CAN CONTRIBUTE

1. Choose active or public transport over private vehicle usage.
2. Where possible work from home or in a local hub to reduce your impact on the transport network.
3. Choose sustainable building designs that suit the local character of your neighbourhood.
4. Get to know the range of facilities and services available in your local neighbourhood.



Council and RACQ Smart Shuttle partnership project







Corporate Plan – Goal 6

THRIVING ECONOMY

Our thriving economy recognises the benefit of our unique geography and is underpinned by enabling infrastructure, supportive policy and successful partnerships which maximise opportunity for growth in industry, job creation, innovation and investment.





GOAL 6: THRIVING ECONOMY

A SNAPSHOT



Economy in
2019–2020 was
\$5.94 billion
Gross Regional
Product (GRP)³



12,100 businesses⁴



Tourism: 1,120,000+
visitors bringing
\$228 million to the
local economy⁵



48,804 local jobs⁶

Largest industry (by employment) is health
care and social assistance with 8,078 people
employed, followed by construction
(8,344 people), then retail trade
(7,239 people)⁷

The construction industry has the
largest number of total registered
businesses in Redland City, comprising
24.1% of all total registered businesses,
compared to 17% in Queensland⁸



Redlands
coast

Redlands Coast, Redland City's unique
destination brand, was endorsed in
June 2018 and rolled out in 2018–2019.

The new place brand is designed to
support business, attract trade
and investment, open up tourism
opportunities and build on the region's
already strong community pride.

It does not replace the Redland
City Council logo or change the
official name of the city.

Reconnect
ON REDLANDS
COAST

In 2020, Council was quick to respond
to the financial challenges experienced
by businesses and community
organisations and allocated \$370,000
to COVID-19 Relief and Recovery Grants.

Redlands Coast 2020 tourism campaign
“Reconnect on Redlands Coast”, designed
to re-invigorate the local economy
following COVID-19 restrictions, had a
1.6 million overall social media reach,
while the outdoor and print campaign
was viewed more than 1.5 million times.

³ GDP as of 30 June 2019. Source: National Institute of Economic and Industry Research (NEIR) @2019 as compiled and presented by economy.id

⁴ Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2016 to 2019 as compiled by economy.id

⁵ Source: courtesy of Tourism Research Australia

⁶ Census 2016. Source: Australian Bureau of Statistics

⁷ Source: National Institute of Economic and Industry Research (NEIR) @2019 as compiled and presented by economy.id

⁸ Australian Bureau of Statistics – Business register – originally sourced from ATO data as compiled and presented by economy.id

Our five-year plan

OUR 2026 THRIVING ECONOMY OBJECTIVES

- 6.1 Increase the city's productivity and economic growth through the delivery of infrastructure and well-planned, vibrant, connected precincts and centres.
- 6.2 Foster development in key industries through national and international partnerships with the education sector, government, business, and industry stakeholders.
- 6.3 Harness opportunities for existing and emerging technologies and infrastructure to drive jobs of the future and encourage business and tourism growth.
- 6.4 Leverage Redlands Coast on Quandamooka Country as a unique and diverse tourism destination to capture market share and encourage and support local, national and international tourism and business.
- 6.5 Deliver activities, events, performances and experiences that bring social, cultural and economic benefits to the community.

CATALYST PROJECTS

1. MacArthur Street Land

Seek partnerships for investment in infrastructure and facilities that balance enhanced social and economic opportunities.

2. Toondah Harbour Priority Development Area

Progress Council's obligations under its Development Agreement with Economic Development Queensland and Walker Corporation to support the commitment to reinforce Toondah Harbour as the regional gateway to Moreton Bay and the islands.

3. Weinam Creek Priority Development Area

Progress Council's staged master-plan that will transform the waterfront of Redland Bay, provide community infrastructure for local families, improve the usability of the transport hub, attract visitors, create jobs and drive economic development in the area.

4. Capalaba Town Centre Revitalisation Project

Progress the revitalisation of Capalaba Town Centre to create a vibrant mixed-use centre anchored by community, commercial, and retail facilities, and activated public spaces with integrated transport.

5. Cleveland Administration Building

Undertake a review of Council's Cleveland accommodation requirements.

6. Centres Planning Program

Accelerate a centres planning program to enhance the city's productive precincts including the Cleveland CBD, creating opportunity for business investment, and increase in skills and capacity for employment.

7. Redlands Coast Adventure Sports Precinct

Progress the new Redlands Coast integrated Aquatic Centre and Olympic standard Canoe-Kayak Slalom facility to provide additional sport, recreation and emergency services education and training facilities.

8. Redlands Health and Wellness Precinct

Facilitate the delivery of the Redlands Health and Wellness Precinct as a catalyst economic opportunity to create an expanded health, social services, education and allied health cluster that can generate employment growth, and promote higher order specialist and tertiary health services.



An adventure sports precinct is being planned



GOAL 6: THRIVING ECONOMY

2021–2026 KEY INITIATIVES

1. Continue to implement the *Redlands Economic Development Framework 2041* and key industry sector plans to grow the city's economy in key sectors:
 - Health Care and Social Assistance
 - Education and Training
 - Rural Enterprise
 - Manufacturing
 - Tourism
2. Promote Redlands Coast as a destination of choice through the delivery of the Redlands Coast Destination Management Plan.
3. Advocate for improved digital infrastructure to enhance the city's capacity to attract business investment and growth and enhance productivity.
4. Collaborate with community, industry, local businesses, and entrepreneurs to realise opportunities in the circular economy.
5. Deliver initiatives to attract investment to Redlands Coast across key industry sectors, and support local businesses.
6. Support the attraction and delivery of events through improved infrastructure at event locations across the city.
7. Support key festivals that drive visitors to Redlands Coast.



HOW WE WILL MEASURE OUR PERFORMANCE

- By 2041 a target of \$6.8 billion average gross regional product growth to be achieved.
- By 2041 a target of 30,000 jobs created in the city.
- By 2041 a target of 2% increase in visitors and economic contribution.
- Measuring Council's local spend and local benefit within the Local Government area.

SUPPORTING STRATEGIES

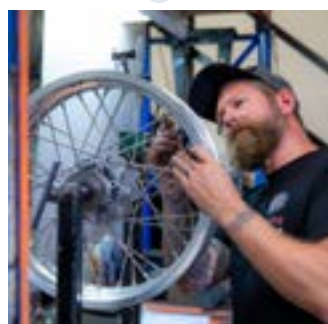
- *Economic Development Framework 2014–2041*

CONTRIBUTING SERVICES

- Economic Development
- Strategic Partnerships
- International Relationships
- Community Grants and Sponsorships
- Tourism
- Digital Capacity and Innovation

HOW THE COMMUNITY CAN CONTRIBUTE

1. Support local businesses by attending local events, performances and experiences, and buying locally.
2. Plan a staycation to discover the hidden treasures and great adventures available on Redlands Coast.
3. Participate in smart city, innovation and co-design events.
4. Businesses can invest locally, create local supply chains and employ local residents.



Supporting local businesses



Medical students



Rural enterprise



QUT Solar Tree at Redlands Research Centre, Cleveland (Nandeebie/Indillie)





Corporate Plan – Goal 7

EFFICIENT AND EFFECTIVE ORGANISATION

Council employees are proud to deliver efficient, valued and sustainable services for the betterment of the community.





GOAL 7: EFFICIENT AND EFFECTIVE ORGANISATION

A SNAPSHOT



1052 employees
(69% live within
Redlands Coast)

46 years is median age of workforce



54% female
workforce



\$308.6 million
2019–2020
expenditure



\$2.8 billion+
of assets managed



1335km Council-
managed roads

800+ recreation parks, conservation
reserves, civic spaces, sporting land
and utility lands maintained



Seven wastewater
treatment plants
and eight waste
transfer stations



Three cemeteries and
one memorial garden



Seven libraries and one
mobile library,
two art galleries and
one performing arts centre



One environmental
education centre



214,000 customer
interactions through
our contact centres
in 2019–2020



One accredited Visitor
Information Centre

Council's Business Transformation program
has been developed and delivered to support
the organisation in undertaking strategic
transformation, cross-functional service
improvements and continuous improvement

In 2019–2020, improved outcomes
from business transformation
efficiencies across Council led to
financial savings of \$5 million+ and
future costs avoided of \$3 million+

In 2020, Council developed its Employee
Value Proposition (EVP) with the objective
to further understand our culture and
character and clearly articulate Council's
unique offer, the 'why work for us?'

Council's established Safety Management System obtained a score above the minimum requirement
of 70% compliance with the National Self Insurance Audit Criteria Management System Audit

Our five-year plan

OUR 2026 EFFICIENT AND EFFECTIVE ORGANISATION OBJECTIVES

- 7.1 Improve the efficiency and effectiveness of Council's service delivery to decrease costs, and enhance customer experience and community outcomes.
- 7.2 Facilitate business transformation pathways for innovation, integration, and collaboration to meet the current and future needs of our city.
- 7.3 Continue building a thriving organisation, characterised by employees who are performing at their best, are energised, connected and continually getting better at what they do.
- 7.4 Demonstrate good governance through transparent, accountable processes and sustainable practices and asset management.
- 7.5 Promote a healthy and inclusive work environment where our employees actively care, support and protect the wellbeing of themselves and others.

CATALYST PROJECTS

- 1. New Fibre Optic Network**
Deliver Council's fast fibre optic network to provide savings for Council's own existing operating costs, improve connectivity between Council sites, while also offering capacity to improve services for local businesses.
- 2. Customer Experience**
Deliver Council's Customer Experience Strategy to enable customer centric service delivery which meets the community's changing needs, making it easier to work with Council and provides quality customer outcomes consistently. By engaging with our community we will work to enhance our digital first capabilities.
- 3. Business Transformation**
Deliver a Business Transformation Strategy to enable changes which reduce red tape, save money, and improve community outcomes.
- 4. Our People**
Deliver Council's *People Strategy* to enable a thriving organisation, supported by a healthy and inclusive work environment, organisational agility, cultural integrity and responsible leadership.
- 5. Digital Transformation**
Review and modernise Council's systems and implement digital processes to enable contemporary and easier ways to access and interact with Council information and services.

2021–2026 KEY INITIATIVES

1. Review Council services to ensure we have the right offering, to meet our community needs and remain financially sustainable.
2. Continue our transformation toward asset management best practice by using improved data to shift from reactive to planned maintenance.
3. Improve our value for money delivery through the upgrade of our financial management system.
4. Strengthen internal efficiencies, external savings and Council's long-term sustainability to deliver on the Corporate Plan through implementation of strategic procurement practices and initiatives which improve opportunities for local, social, sustainable and good governance purchasing outcomes.



Planning for the future



GOAL 7: EFFICIENT AND EFFECTIVE ORGANISATION



HOW WE WILL MEASURE OUR PERFORMANCE

- Percentage (%) of the community who report satisfaction with the Council's Customer Service.
- Cumulative cost savings achieved through improvement initiatives.
- 80% of employees say Redland City Council is a good place to work.
- Percentage (%) of Council's project portfolio delivered on time.
- 80% of customer requests actioned within target timeframes.

SUPPORTING STRATEGIES

- *Redland City Council People Strategy 2017–2020*
- *Financial Strategy 2020–2030*
- *Strategic Asset Management Plan 2019–2029*

CONTRIBUTING SERVICES

- Financial Management
- Asset Management
- People, Culture, Safety and Wellbeing
- Information Management
- Fleet
- Legal Services and Risk Management
- Procurement
- Corporate Planning and Performance
- Corporate Governance
- Communication and Engagement

HOW THE COMMUNITY CAN CONTRIBUTE

1. Select digital and paperless service options where available to increase the efficiency of service delivery.
2. Provide timely and constructive feedback to help us improve the way we work.
3. Be respectful when interacting with our people. We are here to help and want to achieve good outcomes.



Visitor Information Centre, Raby Bay, Cleveland (Nandeebie/Indillie)



Our outdoor employees



Skatepark



Library services



Disability services

APPENDICES

COMMERCIAL BUSINESS UNITS

In accordance with the Local Government Regulation 2012 Section 166 (c (i) and (ii), Council's Corporate Plan is required to contain the following information in relation to its commercial business units:

- an outline of the objectives of the commercial business unit
- an outline of the nature and extent of the significant business activity the commercial business unit will conduct

Appendix 1

COMMERCIAL BUSINESS UNIT – CITY WATER

Objectives

City Water's primary objective is to provide safe drinking water and wastewater collection, treatment, reuse and disposal while:

1. Meeting City Water Customer Service Standards and the Customer Water and Wastewater code
2. Protecting the health and safety of its workers and the community
3. Preventing adverse impacts on the natural environment and the community

Significant business activity

City Water provides the following services to achieve its primary objectives:

- Provide a continuous supply of clean drinking water at an adequate pressure and flow rate for household and business needs
- Collect, treat and dispose of wastewater in accordance with our environmental obligations
- Plan, construct and maintain infrastructure and assets

Appendix 2

COMMERCIAL BUSINESS UNIT – CITY WASTE

Objectives

The primary objective of City Waste, Council's waste management unit, is to responsibly manage, collect and dispose of waste generated within the city through Council's kerbside collection service, and operation and maintenance of transfer stations. City Waste delivers on Council's waste strategy targets for waste reduction, resource recovery and waste education while:

1. Reducing waste and increasing resource recovery as per Council's *Waste Reduction and Recycling Plan 2015–2020*
2. Protecting the health and safety of its workers and the community
3. Preventing adverse impacts on the natural environment and the community

Significant business activity

City Waste provides the following services to achieve its primary objectives:

- Cost-effective and environmentally responsible waste management services
- Ensuring compliance with all appropriate standards and procedures for the storage, transport, treatment and disposal of contract solid wastes
- Ensuring community access to information relating to reducing waste and increasing resource recovery

