



# Operational Plan 2016 – 2017

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## What is an operational plan?

Under the *Local Government Act 2009*, Council must adopt an operational plan each financial year. This document sets out the significant activities that Council plans to undertake to enable delivery of the Corporate Plan 2015 - 2020 and the Redlands 2030 Community Plan. Council may amend its Operational Plan at any time by resolution. Council must undertake its responsibilities in a way consistent with its annual operational plan. Council must monitor progress against its operational plan and present updates to Council at least quarterly.

The *Local Government Regulation 2012* states that the annual operational plan must:

- be consistent with its annual budget,
- state how Council will progress implementation of the Corporate Plan,
- manage operational risks, and
- include an annual performance plan for each commercial business unit of Council.

## Strategic alignment

Redland City Council's strategic objectives are articulated in the Redlands 2030 Community Plan, Corporate Plan 2015 – 2020 and in its annual operational plans.

The Redlands 2030 Community Plan sets out Council's long term vision and outlines eight vision outcomes for Redlands. The Corporate Plan 2015 - 2020 identifies priorities, or 2020 outcomes, in the medium term that are considered to be transformational for the city. Council's Operational Plan 2016 - 2017 specifies the significant activities that Council plans to undertake in 2016 - 2017 to progress each of the 2020 outcomes identified in the Corporate Plan 2015 - 2020.

The Operational Plan 2016 - 2017 is a key component of Council's annual plan that aims to deliver transformational outcomes for the city by 2020. The significant activities outlined in the Operational Plan 2016 - 2017 are funded from the annual budget. In addition to the achievement of the strategic 2020 outcomes, Council continues to deliver a range of community and customer services. The Operational Plan is not intended to include every activity that Council undertakes.

## Managing risk

Council has a comprehensive Enterprise Risk Management Framework which sets out how Council manages its risks. Council maintains risk registers for strategic, operational and activity level risks. The following registers are reviewed and updated before being approved by Council's Operational Risk Management Committee:

- Strategic (annually)
- Operational (quarterly)
- Activity (bi-annually)

When developing the Operational Plan, managers are asked to consider what operational risks would be likely to impact their project and activities. As a result, a broad range of operational risks were incorporated in the Operational Plan 2016 - 2017. Examples of these risks are as follows:

- Ineffective community engagement process
- Inadequate project management
- Ineffective recruitment, selection and retention strategies
- Ineffective or inadequate asset management
- Failure of assets (both above and below ground)
- Failure to maintain marine infrastructure/canals to expected levels of service
- Ineffective strategic communications and marketing
- Inadequate local laws
- Ineffective policy advice
- Ineffective management capability and performance management
- Inconsistent and/or inaccurate information to customer due to error or out of date information
- Ineffective workplace health and safety management

## **Council's commercial business units**

The *Local Government Regulation 2012* requires Council to include an annual performance plan for each commercial business unit. Council operates two commercial business units.

Redland Water is responsible for water distribution, wastewater collection and treatment (including tradewaste) in Redland City. Redland Water is committed to delivering high quality water safely and reliably to Redland City. At the time of the Operational Plan 2016 - 2017 being considered for adoption, the annual performance plan for 2016 - 2017 was not finalised. This will be available on Council's website after it has been approved by Council.

RedWaste is Redland City Council's waste management unit and is responsible for the management, collection and disposal of waste generated within the city. At the time of the Operational Plan 2016 - 2017 being considered for adoption, the annual performance plan for 2016 - 2017 was not finalised. This will be available on Council's website after it has been approved by Council.

## **Monitoring implementation of this plan**

Progress on the Operational Plan 2016 - 2017 will be monitored. Reports on the progress of implementing the Operational Plan 2016 - 2017 will be presented to Council on a quarterly basis.

## 1. Healthy natural environment

A diverse and healthy natural environment, with an abundance of native flora and fauna and rich ecosystems, will thrive through our awareness, commitment and action in caring for the environment.

<b>2020 Strategic Outcome</b>	<b>#1.1</b>	<b>Redland City's natural assets including flora, fauna, habitats, biodiversity, ecosystems and waterways are managed, maintained and monitored.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#1.1.1	<b>Manage Council owned water bodies for improved environmental outcomes.</b> a) Investigate and monitor water bodies. b) Improve conditions and prevent downstream inputs of sediments and nutrients. c) Implement the Redland City Council Total Water Cycle Management Plan.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>• CS</li> <li>• CI</li> <li>• WWO</li> <li>• WWI</li> <li>• ER</li> <li>• CPA</li> </ul>
#1.1.2	<b>Plan and deliver conservation restoration activities.</b> a) Rehabilitate riparian corridors on Council land to prevent entry of sediments and nutrients to waterways.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>• CS</li> <li>• ER</li> </ul>
#1.1.3	<b>Engage and deliver restoration through partnership with community and external groups.</b> a) Provide community extension services with private land owners. b) Deliver community bush care.		Community and Customer Services	<ul style="list-style-type: none"> <li>• ER</li> </ul>
#1.1.4	<b>Develop and commence implementing a program to plant one million native plants in the Redlands by 2020.</b> a) Increase IndigiScapes nursery capacity to provide local native plants. b) Identify relevant areas for planting. c) Prepare sites for planting. d) Commence planting.		Community and Customer Services	<ul style="list-style-type: none"> <li>• ER</li> <li>• CS</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#1.2</b>	<b>Threatened species are maintained and protected, including the vulnerable koala species.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#1.2.1	<b>Develop natural environment strategies under the Natural Environment Policy.</b> a) Koala Strategy b) Networks and Corridor Strategy c) Offset Planting Strategy d) Significant Vegetation Strategy e) Enhance the Visitor Experience Strategy		Community and Customer Services	<ul style="list-style-type: none"> <li>• ER</li> <li>• CPA</li> <li>• CS</li> </ul>
#1.2.2	<b>Improve accessibility of protected areas for health and wellbeing, while conserving biodiversity.</b> a) Implement the Enhance the Visitor Experience Strategy.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>• CS</li> <li>• ER</li> </ul>
#1.2.3	<b>Plan and deliver community education programs to protect native wildlife.</b> a) Provide community education programs for wildlife protection and management.		Community and Customer Services	<ul style="list-style-type: none"> <li>• ER</li> <li>• CET</li> </ul>
#1.2.4	<b>Plan and support the development of habitats for threatened species.</b> a) Use citizen science to identify and map nest locations of raptor species (osprey, white belly sea eagle, brahminy) in partnership with Birdlife Australia and Atlas of Living Australia (CSIRO). b) Investigate options to enhance or manage habitats.		Community and Customer Services	<ul style="list-style-type: none"> <li>• ER</li> <li>• CS</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#1.3</b>	<b>Community and private landholder stewardship of natural assets increases.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#1.3.1	<b>Partner with community for improved environmental outcomes.</b> a) Provide education programs and training events at IndigiScapes. b) Engage private land owners and community groups with conservation activities.		Community and Customer Services	<ul style="list-style-type: none"> <li>• ER</li> </ul>
#1.3.2	<b>Deliver land management extension programs within the community.</b> a) Provide training program opportunities and property visits for private landholders managing their land for improved environmental outcomes.		Community and Customer Services	<ul style="list-style-type: none"> <li>• ER</li> </ul>

<b>2020 Strategic Outcome</b>	<b>#1.4</b>	<b>Visitors experience our natural assets through high standard facilities, trails, interpretation and low impact commercial ventures.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#1.4.1	<b>Enhance the visitor experience of Redland's natural assets.</b> a) Create new maps for conservation areas with horse, bike and walking trails and upload new web pages for easy public access. b) Improve accessibility to conservation areas and open space areas. c) Update information and signage.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>• CS</li> <li>• CET</li> <li>• ER</li> </ul>
#1.4.2	<b>Manage the customer experience at IndigiScapes.</b> a) Develop a business, marketing and environmental plan to achieve eco accreditation to further enhance the customer experience. b) Redesign the native plant nursery as an attraction. c) Develop a business case to introduce Indigenous cultural heritage experiences at IndigiScapes and seek external funding sources.		Community and Customer Services	<ul style="list-style-type: none"> <li>• ER</li> </ul>

## 2. Green Living

Our green living choices will improve our quality of life and our children's lives, through our sustainable and energy efficient use of resources, transport and infrastructure, and our well informed responses to risks such as climate change.

<b>2020 Strategic Outcome</b>	<b>#2.1</b>	<b>Council's policies and plans support ecologically sustainable development and respond to climate change issues</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#2.1.1	<b>Manage implementation of the Redland City Council Climate Change Action Plan.</b> a) Finalise revision of the Redland City Council Climate Change Action Plan. b) Facilitate implementation of the Climate Change Action Plan across Council.		Community and Customer Services	<ul style="list-style-type: none"> <li>ER</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#2.2</b>	<b>Sustainable building design (for example, solar panels and water tanks) is supported through education and advocacy</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#2.2.1	<b>Provide information to raise community awareness and education.</b> a) Explore collaborations with other councils to provide web-based information to the community. b) Assess preferred options from the Renewable Energy Feasibility Study.		Community and Customer Services	<ul style="list-style-type: none"> <li>ER</li> <li>GC</li> <li>WWO</li> <li>WWI</li> <li>CS</li> <li>FS</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#2.3</b>	<b>Council's waste management plans address current and future needs, and include plans for closed landfills and regional collaboration</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#2.3.1	<b>Plan and deliver waste management services to meet current and future needs of the city.</b> a) Develop a long term waste disposal strategy and waste infrastructure requirements for the city.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>WWI</li> <li>WWO</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#2.4</b>	<b>Council and the community actively recycle and reduce waste</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#2.4.1	<b>Reduce the amount of waste going into landfill.</b> a) Develop activities that encourage residents to recycle and change food waste behaviour. b) Implement year one of the five year Waste Reduction and Recycling Plan. c) Identify and analyse residents' behaviour towards recycling and food waste. d) Develop pilot activities to change behaviour.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>WWI</li> <li>WWO</li> <li>CET</li> <li>ER</li> </ul>

<b>2020 Strategic Outcome</b>	<b>#2.5</b>	<b>Transport planning reflects a desire to maximise economic, environmental and liveability outcomes through quality road design, public transport, pedestrian and cycling strategies</b>	
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>
<b>#2.5.1</b>	<b>Develop and manage active and public transport assets and services.</b> a) Analyse and create an overarching strategic plan for 2016/17, addressing long term management and efficiency of Redland transport networks for 2031. b) Assess the need for additional community engagement to support the implementation of the Redland City Council Integrated Transport Plan. c) Educate the community about transport modes within and in/out of the city. d) Review asset and service management plans for active and public transport facilities.		Infrastructure and Operations <ul style="list-style-type: none"> <li>• CI</li> <li>• CET</li> <li>• CPA</li> </ul>
<b>#2.5.2</b>	<b>Plan and develop access on the bay islands and connections to the mainland.</b> a) Facilitate, support and advocate for transport services to the bay islands. b) Collaborate with Redlands Investment Corporation to finalise transport plans and services at Toondah Harbour and Weinam Creek.		Infrastructure and Operations <ul style="list-style-type: none"> <li>• CI</li> </ul>



### 3. Embracing the bay

The benefits of the unique ecosystems, visual beauty, spiritual nourishment and coastal lifestyle provided by the islands, beaches, foreshores and water catchments of Moreton Bay will be valued, protected and celebrated.

<b>2020 Strategic Outcome</b>	<b>#3.1</b>	<b>Council collaborates with partners to understand, nurture and protect Moreton Bay's marine health and values.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#3.1.1	<p><b>Partner with Healthy Waterways and SEQ Catchments to monitor and improve the values of the bay and enhance the communities experience of the bay.</b></p> <p>a) Participate in the Healthy Waterways and SEQ Catchments partnership network.</p> <p>b) Translate Healthy Waterways and SEQ Catchments targets and objectives into operational activities.</p> <p>c) Monitor the recreational water quality in partnership with Healthy Waterways and SEQ Catchments.</p>		Community and Customer Services	<ul style="list-style-type: none"> <li>• ER</li> <li>• WWI</li> <li>• CI</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#3.2</b>	<b>Communities on the islands and foreshores enjoy equitable access to development opportunities and community services.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#3.2.1	<p><b>Partner with and support community organisations to build the capacity to deliver services and projects on the islands.</b></p> <p>a) Identify island community needs through consultation with community groups.</p> <p>b) Coordinate relevant Council activities to support community groups in delivering specific activities and plans.</p> <p>c) Identify agency funding opportunities and support community groups to develop grant applications and acquittals.</p>		Infrastructure and Operations	<ul style="list-style-type: none"> <li>• CS</li> <li>• CCS</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#3.3</b>	<b>Our community is ready for and adapting to changing coastlines, storm tide and severe weather.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#3.3.1	<p><b>Develop a coastal adaptation strategic plan.</b></p> <p>a) Finalise the Redland City Council Coastal Adaptation Strategic Plan.</p>		Infrastructure and Operations	<ul style="list-style-type: none"> <li>• CI</li> <li>• CPA</li> </ul>
#3.3.2	<p><b>Build community resilience to ensure residents have capacity to prepare, respond and recover from severe weather events.</b></p> <p>a) Undertake 'Get Ready Queensland' workshops on the islands.</p> <p>b) Build resilience capacity.</p>		Organisational Services	<ul style="list-style-type: none"> <li>• DPO</li> <li>• CCS</li> </ul>

<b>2020 Strategic Outcome</b>	<b>#3.4</b>	<b>Redland City's residents and visitors can easily access the foreshore and use recreation infrastructure for boating and non-boating activities.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#3.4.1	<b>Manage Redland City Council's marine and canal infrastructure.</b> a) Finalise the Raby Bay canal revetment wall trial.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>• CI</li> </ul>
#3.4.2	<b>Manage risk hazards to the public.</b> a) As part of Council's parks renewal process, implement coast safe recommendations for signage in line with national aquatic and recreational signage standards. b) Review Council marine swimming enclosures.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>• CS</li> <li>• ER</li> <li>• CI</li> </ul>
#3.4.3	<b>Establish the Redland Canoe and Kayak Trail.</b> a) Identify clear water entry points on public land to enable the community safe and improved access in small water craft to Moreton Bay. b) Communicate through media and mapping to ensure information is kept relevant and up to date for canoe and kayak trails.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>• CS</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#3.5</b>	<b>Priority Development Areas support equitable outcomes for island residents, such as access to transport and facilities</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#3.5.1	<b>Progress development of Priority Development Area (PDA) activities that support equitable access.</b> a) Facilitate process with Economic Development Queensland to progress implementation of the Toondah Harbour PDA b) Facilitate process with Economic Development Queensland to progress implementation of the Weinam Creek PDA		Redlands Investment Corporation	<ul style="list-style-type: none"> <li>• CPA</li> <li>• ESMP</li> </ul>

## 4. Quandamooka Country

The rich Aboriginal heritage of the Redlands (Quandamooka) and the Traditional Owners' ongoing custodianship of Quandamooka land and waters will be widely understood and respected, and we will work together for the future of Quandamooka Country.

<b>2020 Strategic Outcome</b>	<b>#4.1</b>	<b>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.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#4.1.1	<b>Increase Redland City Council elected members and staff awareness of cultural heritage.</b> a) Partner with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) to deliver targeted Indigenous cultural heritage training to elected members and relevant staff.		Organisational Services	<ul style="list-style-type: none"> <li>CG</li> <li>HR</li> </ul>
#4.1.2	<b>Embed Indigenous cultural awareness training at Redland City Council.</b> a) Include cultural awareness training in Council's staff induction program. b) Investigate e-learning options for cultural awareness training.		Human Resources	<ul style="list-style-type: none"> <li>HR</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#4.2</b>	<b>Council's and the community's respect and understanding of the Quandamooka peoples' relationship with their traditional land and waters continue to improve.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#4.2.1	<b>Promote awareness and understanding of the local Aboriginal and Torres Strait Islander culture through events.</b> a) Engage and coordinate with key Council areas to be involved in National Aborigines and Islanders Day Observance Committee (NAIDOC) and National Reconciliation Week (NRW). b) Collaborate with QYAC to prepare and promote the Quandamooka Festival program.		Organisational Services	<ul style="list-style-type: none"> <li>CET</li> <li>CG</li> <li>CCS</li> </ul>
#4.2.2	<b>Deliver programs, events, displays and exhibitions through Council's libraries, art galleries and performing arts centre to showcase Aboriginal history, art and culture and enhance community understanding of these aspects.</b> a) Engage with the Aboriginal community and other relevant internal and external stakeholders to develop and program events. b) Plan, program and promote the events. c) Deliver the events.		Community and Customer Services	<ul style="list-style-type: none"> <li>CCS</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#4.3</b>	<b>Council continues to support and resource the delivery of commitments under the Indigenous Land Use Agreement (ILUA) with the Quandamooka People.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#4.3.1	<b>Partner with QYAC to plan and monitor commitments under the ILUA.</b> a) Coordinate the ILUA consultative committee and capital works forum. b) Monitor progress on ILUA activities delivered by key Council areas and report to Council's Executive Leadership Team quarterly.		Organisational Services	<ul style="list-style-type: none"> <li>CG</li> <li>GC</li> <li>PMO</li> </ul>
#4.3.2	<b>Plan and deliver commitments under the ILUA in partnership with QYAC.</b> a) Integrate commitments into organisational activities. b) Monitor commitments through organisational reporting.		Executive Leadership Team	<ul style="list-style-type: none"> <li>CI</li> <li>CS</li> <li>PDG</li> <li>CPA</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#4.4</b>	<b>Council works with the Quandamooka Traditional Owners to help them achieve their goal of establishing North Stradbroke Island (Minjerrabah) as a global eco-cultural tourism destination.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#4.4.1	<b>Support the development of eco-cultural tourism.</b> a) Implement and deliver 2016/17 actions within the Redland City Tourism Strategy and Action Plan 2015 - 2020.		Organisational Services	<ul style="list-style-type: none"> <li>CET</li> </ul>

## 5. Wise planning and design

We will carefully manage population pressures and use land sustainably while advocating and taking steps to determine the limits of growth and carrying capacity on a local and national basis, recognising environmental sensitivities and the distinctive character, heritage and atmosphere of local communities. A well-planned network of urban, rural and bushland areas and responsive infrastructure and transport systems will support strong, healthy communities.

<b>2020 Strategic Outcome</b>	<b>#5.1</b>	<b>Growth and development in the city is sustainably managed through the adoption and implementation of the Redland City Plan and Local Government Infrastructure Plan.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#5.1.1	<b>Finalise the Local Government Infrastructure Plan.</b> a) Finalise the plan and seek Council and Ministerial approval to adopt.		Community and Customer Services	<ul style="list-style-type: none"> <li>• CPA</li> <li>• CI</li> <li>• CS</li> <li>• WWO</li> </ul>
#5.1.2	<b>Service development demands.</b> a) Complete Netserv planning/community consultation period to define service areas.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>• WWI</li> <li>• CPA</li> </ul>
#5.1.3	<b>Finalise the Redland City Plan.</b> a) Finalise completion of the Redland City Plan for State review and Ministerial approval for adoption.		Community and Customer Services	<ul style="list-style-type: none"> <li>• ESMP</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#5.2</b>	<b>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.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#5.2.1	<b>Coordinate a Redlands master planning and place making program.</b> a) Develop and coordinate a program of works for the Cleveland Central Business District (CBD) revitalisation. b) Using Cleveland as a pilot, develop business cases for activating major centres. c) Progress finalisation of the Redlands Health and Wellbeing Precinct Master Planning and develop implementation program. d) Seek acquisition of surplus Commonwealth land at Birkdale to progress a preferred land use plan. e) Finalise the 2012 Heritage Review and develop an implementation program. f) Prepare urban design guidelines to reflect best practice and Redland's character.		Community and Customer Services	<ul style="list-style-type: none"> <li>• ESMP</li> <li>• CCS</li> <li>• CPA</li> <li>• RIC</li> </ul>
#5.2.2	<b>Develop master plan for Redland Aquatic Redevelopment.</b> a) Consult with internal and external stakeholders. b) Engage consultants to develop master plan design. c) Conduct community consultation.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>• CS</li> <li>• CPA</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#5.3</b>	<b>An effective and efficient development assessment process delivers quality development that is consistent with legislation, best practice and community expectations.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#5.3.1	<b>Maintain effective systems and processes that underpin quality, timely decision making for development applications.</b> a) Ensure readiness for the commencement of the new Redland City Plan and State Planning Act. b) Deliver a comprehensive e-planning tool. c) Investigate implementation of electronic workflows for development applications.		Community and Customer Services	<ul style="list-style-type: none"> <li>• CPA</li> <li>• IM</li> </ul>

<b>2020 Strategic Outcome</b>	<b>#5.4</b>	<b>Regional collaboration and targeted advocacy drives external funding for key infrastructure upgrades and enhanced community outcomes.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#5.4.1	<b>Advocate for key city building infrastructure including identifying funding paths for delivery.</b> a) Advocate through the South-East Queensland Council of Mayors for key regional infrastructure. b) Seek partnership through Commonwealth and State Government programs for key city infrastructure.		Community and Customer Services	<ul style="list-style-type: none"> <li>ESMP</li> </ul>
#5.4.2	<b>Plan and develop cross-boundary transport and infrastructure priorities.</b> a) Complete a joint investigation with Brisbane City Council, Department of Transport and Main Roads to inform updates of the Integrated Transport Plan that determines cross-boundary transport and infrastructure priorities for road and public transport.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>CI</li> <li>CPA</li> </ul>

## 6. Supportive and vibrant economy

Businesses will thrive and jobs will grow from opportunities generated by low impact industries, cultural and outdoor lifestyle activities, eco-tourism and quality educational experiences.

<b>2020 Strategic Outcome</b>	<b>#6.1</b>	<b>Council supports infrastructure that encourages business and tourism growth.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#6.1.1	<b>Partner with external stakeholders to deliver key city building infrastructure to support Council's priorities.</b> a) Develop a Redlands Smart Cities Strategy framework. b) Through Smart Cities and Advance Queensland programs, develop alternative funding models with State and Federal governments and private investors for delivering catalyst economic infrastructure projects.		Community and Customer Services	<ul style="list-style-type: none"> <li>ESMP</li> </ul>
#6.1.2	<b>Develop tourism infrastructure.</b> a) Investigate options for a destination website. b) Establish a Redlands tourism sub-committee involving internal stakeholders and tourism operators.		Organisational Services	<ul style="list-style-type: none"> <li>CET</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#6.2</b>	<b>Redland City delivers events, activities and performances that bring economic and social benefits to the community.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#6.2.1	<b>Develop strategies and activities to support key events.</b> a) Finalise the Redland City Events Strategy and Action Plan 2016 - 2021 and commence implementation of key activities under the action plan. b) Review Council's Cultural Policy and Creative Arts Business Plan and implement activities. c) Facilitate delivery of key Council and other events including partnerships with community groups. d) Streamline Council's events permit process.		Organisational Services	<ul style="list-style-type: none"> <li>CET</li> <li>CCS</li> <li>BT</li> </ul>
# 6.2.2	<b>Plan and coordinate Redland's participation in the Gold Coast Commonwealth Games legacy events.</b> a) Leverage economic and community outcomes through Council's involvement in the Commonwealth Games Coordination Committee, and work with Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) and the Office of the Commonwealth Games.		Community and Customer Services	<ul style="list-style-type: none"> <li>ESMP</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#6.3</b>	<b>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).</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#6.3.1	<b>Support economic transition for North Stradbroke Island (NSI).</b> a) Coordinate Council's role in the implementation of the State Government's NSI Economic Transition Strategy. b) Coordinate Council's input to State/QYAC land use planning for NSI. c) Deliver specific development projects in accordance with the Redland Investment Corporation Business Plan.		Community and Customer Services	<ul style="list-style-type: none"> <li>ESMP</li> <li>CPA</li> <li>RIC</li> </ul>

<b>2020 Strategic Outcome</b>	<b>#6.4</b>	<b>Council receives a return on the community's investment in land to enhance economic and community outcomes.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#6.4.1	<b>Develop strategic opportunities for Redland City Council land holdings.</b> a) Identify catalyst projects which deliver economic and community benefit through internal and external collaboration.		Community and Customer Services	<ul style="list-style-type: none"> <li>ESMP</li> <li>RIC</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#6.5</b>	<b>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.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#6.5.1	<b>Develop action plans for key industry sectors.</b> a) Engage the Economic Development Advisory Board and the business community to develop industry action plans.		Community and Customer Services	<ul style="list-style-type: none"> <li>ESMP</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#6.6</b>	<b>Development will be facilitated specifically in the Toondah Harbour Priority Development Area (PDA) and Weinam Creek PDA with a focus on economic growth.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#6.6.1	<b>Facilitate process with Economic Development Queensland.</b> a) Support the external joint venture to conduct an environmental impact assessment and community engagement for the Toondah Harbour PDA. b) Execute the Toondah Harbour PDA Management Agreement. c) Negotiate agreement with preferred developers for the Weinam Creek PDA.		Redland Investment Corporation	<ul style="list-style-type: none"> <li>RIC</li> </ul>

## 7 Strong and connected communities

Our health, wellbeing and strong community spirit will be supported by a full range of services, programs, organisations and facilities, and our values of caring and respect will extend to people of all ages, cultures, abilities and needs.

<b>2020 Strategic Outcome</b>	<b>#7.1</b>	<b>Festivals, events and activities bring together and support greater connectivity between cross-sections of the community.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#7.1.1	<b>Design and deliver an annual calendar with a range of festivals, events and activities across the city.</b> a) Plan and deliver Council cultural and social events. b) Manage Council's grants and sponsorship program.		Community and Customer Services	<ul style="list-style-type: none"> <li>CCS</li> <li>CET</li> </ul>
#7.1.2	<b>Develop a public art strategy for Council that maximises community benefits from grant funding and ensures a vibrant public art program across the city.</b> a) Review current public art status and options. b) Undertake community consultation. c) Undertake consultation with key internal stakeholders including Councillors. d) Develop draft strategy. e) Obtain Council approval of strategy. f) Commence public art commission and installation.		Community and Customer Services	<ul style="list-style-type: none"> <li>CCS</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#7.2</b>	<b>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.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#7.2.1	<b>Plan for effective sport and recreation areas.</b> a) Finalise the Sports and Facilities Demand Study and prioritise recommendations for implementation. b) Implement Venue Management System.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>CS</li> <li>IM</li> </ul>
#7.2.2	<b>Develop master plan for Cleveland skate park renewal.</b> a) Consult with external stakeholders to identify and understand community needs. b) Develop master plan and undertake community consultation on the draft plan.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>CS</li> </ul>
#7.2.3	<b>Undertake planning to align library services to changing customer needs.</b> a) Review and update Council's library strategy to support ongoing delivery of a contemporary, customer focused library service. b) Complete a review of Council's mobile library service ensuring ongoing delivery of a cost effective service that meets customer needs.		Community and Customer Services	<ul style="list-style-type: none"> <li>CCS</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#7.3</b>	<b>Council's assessment of community issues and needs provides timely opportunities to pursue grants and partnerships that realise long-term benefits.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#7.3.1	<b>Partner with community organisations and the private sector to deliver social infrastructure supporting community needs.</b> a) Develop grant funding applications for the Cleveland Community Hub. b) Partner with community service providers to develop detailed design of the Cleveland Community Hub. c) Support the non-for-profit sector to pursue youth crisis accommodation options for the Redlands.		Community and Customer Services	<ul style="list-style-type: none"> <li>ESMP</li> </ul>



<b>2020 Strategic Outcome</b>	<b>#7.4</b>	<b>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.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#7.4.1	<b>Provide opportunities for volunteers to participate in a range of existing Council projects and activities.</b> a) Review and enhance current process for engaging and managing volunteers in Council projects. b) Develop options to standardise internal processes and improve efficiencies across Council.		Community and Customer Services	<ul style="list-style-type: none"> <li>• CCS</li> <li>• ER</li> <li>• BT</li> <li>• CG</li> <li>• HR</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#7.5</b>	<b>The community's preparedness for disasters is improved through community education, training and strong partnerships between Council and other agencies.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#7.5.1	<b>Promotion and delivery of multi-agency education programs.</b> a) Coordinate community education and training through the Local Disaster Management Group.		Organisational Services	<ul style="list-style-type: none"> <li>• DPO</li> </ul>

## 8. Inclusive and ethical governance

Deep engagement, quality leadership at all levels, transparent and accountable democratic processes and a spirit of partnership between the community and Council will enrich residents' participation in local decision-making to achieve the community's Redlands 2030 vision and goals.

<b>2020 Strategic Outcome</b>	<b>#8.1</b>	<b>Council's Information Management Strategy and technology systems are engineered to increase efficiency and provide excellent customer service outcomes.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#8.1.1	<b>Implement Council's Information Management Strategy and Plans.</b> a) Analyse and review current enterprise business architecture systems and determine business requirements. b) Enhance data management and develop tools within Council to provide accessible, accurate and timely data to assist with management of services and decision making. c) Utilise effective business analytics to provide meaningful and efficient business reporting.		Organisational Services	<ul style="list-style-type: none"> <li>• IM</li> <li>• All groups</li> </ul>
#8.1.2	<b>Improve Council's e-service capability.</b> a) Complete implementation of Council's website redevelopment project. b) Determine, update and maintain content and processes that enhance the customer experience. c) Encourage customer use of Council online services.		Organisational Services	<ul style="list-style-type: none"> <li>• CET</li> <li>• All groups</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#8.2</b>	<b>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.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#8.2.1	<b>Optimise Redland City Council's asset management capability.</b> a) Create and understand Council's current asset maturity. b) Undertake phased improvement based on maturity assessment.		Executive Leadership Team	<ul style="list-style-type: none"> <li>• All groups</li> </ul>
#8.2.2	<b>Improve Council's asset management governance.</b> a) Review service levels. b) Monitor and review asset and service management plans for all asset classes to implement strategies that facilitate delivery of current and future capital and operational programs. c) Monitor and review asset and service management plans for other infrastructure services. d) Implement strategies that facilitate delivery of current and future capital and operational programs.		Infrastructure and Operations	<ul style="list-style-type: none"> <li>• CI</li> <li>• CS</li> <li>• WWI</li> <li>• WWO</li> <li>• PDG</li> <li>• PMO</li> <li>• FS</li> <li>• IM</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#8.3</b>	<b>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.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#8.3.1	<b>Report and align Council activities to implement the Corporate Plan 2020 Outcomes.</b> a) Continue to improve Council's corporate strategic and operational planning, review and reporting processes. b) Develop Council's enterprise portfolio management process.		Organisational Services	<ul style="list-style-type: none"> <li>• CG</li> <li>• BT</li> <li>• PMO</li> </ul>
#8.3.2	<b>Align staff capability and performance to deliver the Corporate Plan 2020 Outcomes.</b> a) Align performance management and people development to Council's strategic management framework and corporate vision, mission and values.		Human Resources	<ul style="list-style-type: none"> <li>• All groups</li> </ul>

<b>2020 Strategic Outcome</b>	<b>#8.4</b>	<b>A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change that enhance internal and external outcomes.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#8.4.1	<b>Implement a continuous improvement framework.</b> a) Deliver internal business transformation services. b) Implement the Project and Program Management Framework.		Organisational Services	<ul style="list-style-type: none"> <li>BT</li> <li>PMO</li> </ul>
#8.4.2	<b>Embed change management capability within continual improvement programs.</b> a) Prioritise process and align to business transformation projects. b) Use change management methodologies to facilitate improvement projects.		Human Resources	<ul style="list-style-type: none"> <li>HR</li> <li>BT</li> <li>PMO</li> </ul>
#8.4.3	<b>Align the organisational structure to meet with changing operational requirements.</b> a) Deliver strategic workforce plans within identified areas.		Human Resources	<ul style="list-style-type: none"> <li>All groups</li> </ul>
#8.4.4	<b>Drive innovation and improvement through capable leadership.</b> a) Implement an Integrated Leadership Development Strategy (Phase 1) and Program.		Human Resources	<ul style="list-style-type: none"> <li>All groups</li> </ul>
#8.4.5	<b>Improve organisational performance through employee feedback.</b> a) Conduct MySay Survey. b) Analyse MySay data to assist groups to develop action plans. c) Coach and mentor groups to support delivery of action plans.		Human Resources	<ul style="list-style-type: none"> <li>All groups</li> </ul>
#8.4.6	<b>Deliver a healthy and safe Redland City Council environment.</b> a) Manage, coach and mentor Council staff with the implementation of the 2016/17 Redland City Council Safety Management Plan.		Human Resources	<ul style="list-style-type: none"> <li>All groups</li> </ul>
<b>2020 Strategic Outcome</b>	<b>#8.5</b>	<b>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.</b>		
<b>2016/17 Significant Activity</b>	<b>Significant Activity Description (What and How)</b>		<b>Key Accountability</b>	<b>Group Partners</b>
#8.5.1	<b>Review Council's community engagement model and framework.</b> a) Identify community needs, review Council service levels and priorities for community engagement. b) Develop new options for community engagement, for example digital participation and democracy. c) Revise and update Council's Community Engagement Policy and Strategy. d) Build an understanding and capacity for the community to participate in decision making processes. e) Implement Community Engagement Strategy.		Organisational Services	<ul style="list-style-type: none"> <li>CET</li> </ul>

<b>GROUP PARTNER DEFINITIONS</b>			
Business Transformation	BT	Financial Services	FS
City Infrastructure	CI	General Counsel	GC
City Planning and Assessment	CPA	Human Resources	HR
City Spaces	CS	Information Management	IM
Community and Cultural Services	CCS	Portfolio Management Office	PMO
Communication, Engagement and Tourism	CET	Project Delivery Group	PDG
Corporate Governance	CG	Redlands Investment Corporation	RIC
Disaster Planning and Operations	DPO	Water and Waste Infrastructure	WWI
Economic Sustainability and Major Projects	ESMP	Water and Waste Operations	WWO
Environment and Regulation	ER		