



Redland
CITY COUNCIL



Corporate plan 2015-2020

Contents

Vision, Mission, Values	3
Strategic planning	4
Mayor's message	5
CEO's message	6
Healthy natural environment	7
Green living	8
Embracing the bay	9
Quandamooka Country	10
Wise planning and design	11
Supportive and vibrant economy	12
Strong and connected communities	13
Inclusive and ethical governance	14
Elected members	15
Executive Leadership Team	16
<i>Appendices</i>	
Appendix 1 Redland Water	17
Appendix 2 RedWaste	17
Appendix 3 Key Redland City Council Documents	18
Acknowledgments	19



New vision, mission and values

As part of the development of this plan we have reviewed and renewed our corporate vision, mission and values. These articulate our long-term direction and define the culture of our organisation.

The vision, mission and values are the result of significant internal consultation. Over 140 individuals, including Councillors, managers and front line staff took part in workshops and the feedback received was used directly in the development of the new vision, mission and values.

Our values

CUSTOMER SERVICE

- We deliver on our commitments and provide excellent customer service.

ONE TEAM

- We co-operate and collaborate within and across teams.
- We support our people to perform at their best.

ACCOUNTABILITY

- We take ownership of our responsibilities.
- We are professional and ethical in all we do.

GROWTH

- We challenge ourselves to deliver better value for money.
- We will be better tomorrow than we are today.

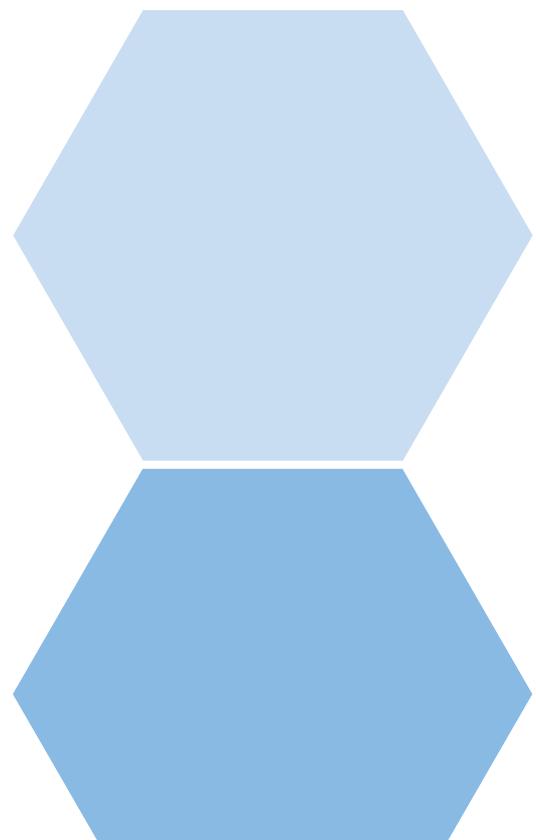
COMMUNICATION

- We are open, honest and constructive in all communications.

Our vision

Forward thinking, engaged and focused on enriching community lifestyles.

Our mission



Strategic planning

PURPOSE

A corporate plan is the key strategic document that guides how a council prioritises and delivers services, programs and facilities to its community.

In Queensland, every local government must produce a corporate plan under the *Local Government Act 2009*. We welcome the process and the resulting plan, as it provides a clear direction to help us make decisions about resources over the next five years.

Redland City Council's Corporate Plan 2015-2020 is the second five-year plan since the Redlands 2030 Community Plan was adopted in 2010. Like the Corporate Plan 2010-2015, this new plan reflects the eight key outcomes of the Community Plan:

1. Healthy natural environment
2. Green living
3. Embracing the bay
4. Quandamooka Country
5. Wise planning and design
6. Supportive and vibrant economy
7. Strong and connected communities
8. Inclusive and ethical governance.

The Corporate Plan 2015-2020 guides how Council will direct planning and resources to these outcomes over the next five years. It informs our annual operational planning and budget, and provides us with a road map against which we can measure our performance (which we report in our Annual Report).

THE QUADRUPLE BOTTOM LINE

Council remains committed to delivering a Corporate Plan that addresses the four principles of sustainability, known as the 'quadruple bottom line':

- environment
- social/community
- economic
- governance.

We always take into consideration the impacts our decisions have on this quadruple bottom line.



ANNUAL STRATEGIC PLANNING

Each year we review our performance, and our strategic and operational risks. This enables us to identify areas that need more attention or investment the following year. To do this, our Councillors and Executive Leadership Team review key strategies including:

- Redlands 2030 Community Plan
- Corporate Plan
- Long-term Asset Management Plan
- Long-term Financial Plan.

This review helps us make decisions about our annual operational plan and how we formulate our annual budget.

HOW WE DEVELOPED THIS PLAN

In talking with our staff and our community about this Corporate Plan, we asked the key question:

'In the next five years, what can make the biggest difference and how can Council best serve the community?'

Our first step was to engage with our staff and elected members through a series of workshops. This initial engagement helped identify and prioritise the challenges and opportunities Council faces in the next five years.

We then asked for community feedback through a series of meetings with representatives from 13 groups, online surveys and a formal consultation process. All of the community feedback was reviewed in detail when drafting the new Corporate Plan.

MAYOR'S message



Redland City Council's Corporate Plan 2015-2020 reflects the emerging priorities of our city – the need for balancing growth, new jobs and retention of our unique lifestyle.

It also takes Council on its journey of continuing improvement and strengthens our ability to be an efficient and effective organisation that is more responsive to the needs of our community.

Importantly, the Corporate Plan keeps faith with the Redlands 2030 Community Plan, which was the result of extensive and meaningful consultation. We continue to use the Community Plan to guide everything we do at Council, using the same eight outcomes our community has told us are important to them.

A great deal of research, hard work and consultation has gone into preparing our Corporate Plan, and I present it to our community with pride and pleasure.

This is the second Corporate Plan developed from the Redlands 2030 Community Plan. It updates the first, which was adopted in 2010.

Much has changed since 2010. Council has continued to engage with our community about what it expects from us, and those priorities have been incorporated into this document.

We're focusing on the things that will enhance our city – from our environment, communities and the economy, through to our organisation.

As a result, over the next five years, our new Corporate Plan will help us deliver:

- a carefully managed environment and greater opportunities to enjoy it
- continued commitment to the principles of sustainable living through effective use of resources and transport
- activities that support our unique bay environment and lifestyle, and island communities
- further partnerships with Indigenous communities
- sustainable, balanced growth including planning for significant Priority Development Areas and key economic hubs
- growth in the local economy, especially in key sectors
- vibrant community life that supports all residents to participate in a wide range of festivals, events and activities
- continued commitment to our financial sustainability and the effective and efficient use of internal resources to deliver services to our community.

While the focus will be on enhancing Redland City, we are equally committed to continuing to deliver the services, programs and facilities our community needs and rightfully expects from us. Our new Corporate Plan also highlights the broad range of policies, strategies and activities Council undertakes to deliver on the eight outcome areas. We remain committed to focusing on performance management and achieving our organisational objectives.

In developing this Corporate Plan, we asked our officers and our community members to tell us what things would make the biggest difference. We've had excellent input from everyone involved and that feedback has helped shape the Plan.

On behalf of my fellow Councillors, I would like to thank everyone who took the time to provide input. I look forward to continuing to work in partnership with all of you to make our city the best place to live, work, play and do business.

Councillor Karen Williams
Mayor of Redland City

CEO'S message



Government at all levels continues to be challenged to deliver the services the community expects within a framework of financial sustainability.

Council has worked very hard in recent years to achieve these outcomes and this will continue to be the case for the life of this Corporate Plan.

Councillors and staff have tightened the belt across the board to help us deliver some of the lowest headline rate increases in South-East Queensland. At the same time, Council has recognised that the community needs to plan for the future. In this regard, we worked hard with the State Government to be awarded two of the first three Priority Development Areas in Queensland at Toondah Harbour and Weinam Creek. This was recognition of the great potential of our city and will create employment, tourism opportunities and assets to be proud of for many years to come.

There are many more great things to come in the next five years and beyond. Within the next 12 months we will deliver a new City Plan which will provide certainty for the business community and residents. The City Plan will provide for sustainable development in the Redlands and balance environmental, economic and social needs in a way that offers opportunity for investment and protects the unique Redland City lifestyle that residents cherish.

This Corporate Plan provides the framework to support the achievement of these and many other exciting projects while maintaining the core principles of value-for-money community services and excellent customer service. This Plan was developed with significant Councillor, staff and community input. Face-to-face meetings with a large number of community groups were held and residents were invited to provide input via online surveys and by commenting directly on the draft plan.

Councillors attended numerous workshops with officers to look at the challenges we face in the areas of the environment, community, economy and governance. Staff attended further workshops to provide their professional expertise and help reshape the organisation's vision, mission and values.

Our vision remains very firmly to maintain and enrich the enviable lifestyle we enjoy in this beautiful city.

Our mission calls upon Councillors and staff to 'make a difference, make it count'. This recognises that we are all privileged to serve our community. It is a reminder to each and every one of us - from the Mayor and Councillors to senior management and the hard working staff in our offices and in the field - that we can and do make a difference every day through the work that we do and we should all take responsibility in non-negotiable areas like community and staff safety.

We want our community and those who visit us to see and feel this commitment through our core values of customer service, accountability, organisational growth, communication and working as one united team. The entire organisation will pride itself on these values and we ask you to partner with us in that, by holding us accountable to our values. When staff members consistently get these things right and deliver great community outcomes, they will be recognised by Councillors and management through our internal performance management, recruitment and selection, and reward and recognition programs.

The future in Redland City has never been brighter and management and staff at Redland City Council are determined to capitalise on the opportunities in this Corporate Plan. Whilst doing so we will be alert to our ever-changing operating environment so that we remain flexible, innovative and ready to make any necessary adjustments. This will provide everyone in our organisation and our community with the opportunity to prosper and be supported in all their endeavours by quality service.

Bill Lyon
CEO, Redland City Council

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.

2020 OUTCOMES

- 1.1 Redland's natural assets including flora, fauna, habitats, biodiversity, ecosystems and waterways are managed, maintained and monitored.
- 1.2 Threatened species are maintained and protected, including the vulnerable koala species.
- 1.3 Community and private landholder stewardship of natural assets increases.
- 1.4 Visitors experience our natural assets through high standard facilities, trails, interpretation and low impact commercial ventures.

PERFORMANCE INDICATORS

- Annual waterways recovery report and rating.
- The number of volunteers and hours spent caring for natural assets.
- Participation in fauna monitoring, protection, rescue and recovery programs.
- The number of enhancement projects completed each year to improve access, safety and comfort for visitors.

OUR COMMITMENT

- Undertake ecological restoration activities on Council-owned and managed lands.
- Deliver education extension programs in land conservation and waterways management.
- Implement programs to reduce sediments and nutrients in waterways.
- Manage critical habitat for threatened species.
- Coordinate community response to wildlife management issues.
- Encourage the community's use of the city's popular conservation areas.
- Map the range of experiences available to visitors and communicate through various media the outdoor experiences available in our natural areas.

KEY COUNCIL SERVICE AREAS

- Environment and Education
- Parks and Conservation
- Redland Water
- Engineering and Environment
- Strategic Planning
- Roads, Drainage and Marine
- Health and Environment
- Compliance Services

DID YOU KNOW?

- More than 1,700 native species of plants and animals have been recorded in Redland City.
- Redland City has a significant population of urban koalas.
- Council's Bushcare Program has been operating for 20 years.
- Every year, more than 500 Redlands volunteers plant around 15,000 trees and other plants.
- Council manages around 10,000 hectares of conservation land, funded through the environmental levy.
- Redlands IndigiScapes helps the community care for our natural environment through programs including Land for Wildlife, Rural Support, Your Backyard Garden, Waterways Extension, Voluntary Conservation Agreements and Koala Conservation Agreements.



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.

2020 OUTCOMES

- 2.1 Council's policies and plans support ecologically sustainable development and respond to climate change issues.
- 2.2 Sustainable building design (for example, solar panels and water tanks) is supported through education and advocacy.
- 2.3 Council's waste management plans address current and future needs, and include plans for closed landfills and regional collaboration.
- 2.4 Council and the community actively recycle and reduce waste.
- 2.5 Transport planning reflects a desire to maximise economic, environmental and liveability outcomes through quality road design, public transport, pedestrian and cycling strategies.

PERFORMANCE INDICATORS

- Annual corporate greenhouse gas emissions.
- Number of activities that educate, provide information and advocate sustainable building design for the community.
- Council's resource recovery rate (percentage recycled).
- Kilometres of pedestrian pathways and cycleways.

OUR COMMITMENT

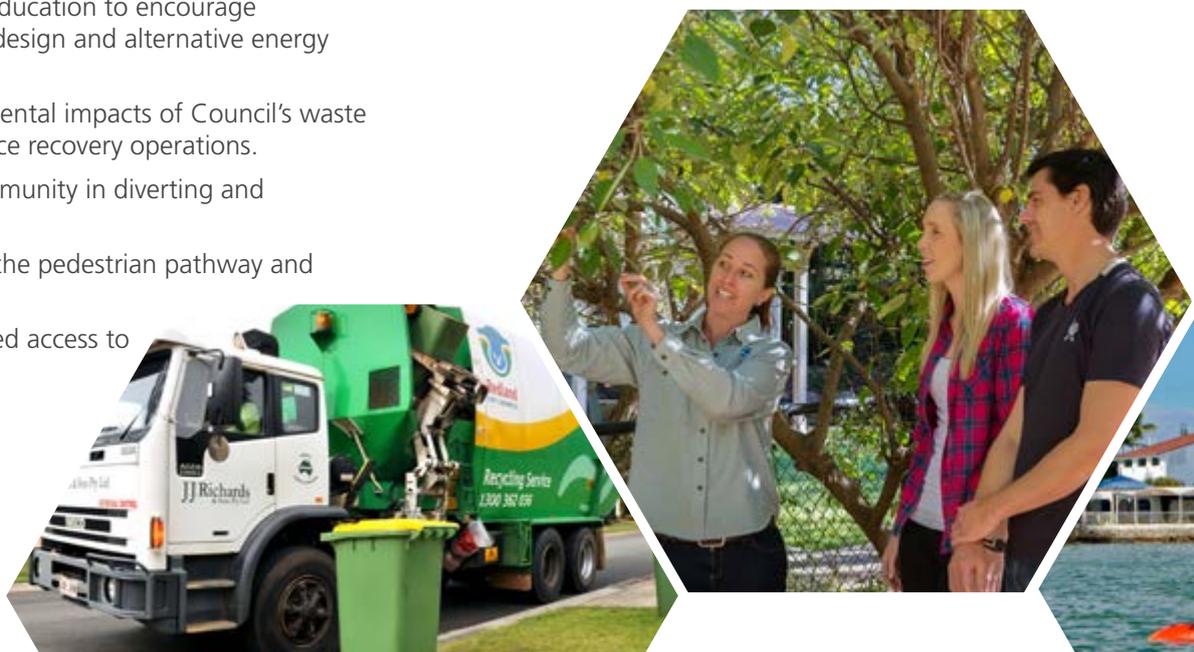
- Take a leadership role in the community and actively reduce Council's emissions and carbon footprint.
- Provide community education to encourage sustainable building design and alternative energy usage.
- Reduce the environmental impacts of Council's waste collection and resource recovery operations.
- Partner with the community in diverting and minimising waste.
- Continue to expand the pedestrian pathway and cycleway network.
- Advocate for improved access to innovative and high quality public transport services.

KEY COUNCIL SERVICE AREAS

- Environment and Education
- RedWaste and Closed Landfill
- Traffic and Transport
- Engineering and Environment
- Strategic Planning
- Infrastructure Planning
- Planning Assessment
- Fleet Services
- Property Services
- Facilities Services

DID YOU KNOW?

- More than 40,000 people visit the Redlands IndigiScapes Centre every year.
- Council manages 481 kilometres of footpaths and cycleways.
- Around 59,200 tonnes of material is recycled in Redland City each year at Council waste facilities.
- Every year, Council officers make more than 65 school visits, educating students about recycling, litter prevention, composting, worm farming and ways to reduce waste.



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.

2020 OUTCOMES

- 3.1 Council collaborates with partners to understand, nurture and protect Moreton Bay's marine health and values.
- 3.2 Communities on the islands and foreshores enjoy equitable access to development opportunities and community services.
- 3.3 Our community is ready for and adapting to changing coastlines, storm tide and severe weather.
- 3.4 Redland City's residents and visitors can easily access the foreshore and use recreation infrastructure for boating and non-boating activities.
- 3.5 Priority Development Areas support equitable outcomes for island residents, such as access to transport and facilities.

PERFORMANCE INDICATORS

- Annual Healthy Waterways report card rating.
- Quality of life data for island communities (Australian Bureau of Statistics Socio-Economic Index for Areas).
- Implementation of the Redland City Disaster Management Plan.
- Number of new bay access points for low impact recreational activities.
- Implementation of Priority Development Areas.

OUR COMMITMENT

- Engage in research activities to protect and restore the values of the bay.
- Plan, provide and advocate for essential social infrastructure and appropriate development opportunities for the islands and foreshores.
- Implement recommendations of Confronting Our Climate Future: A Strategy to 2030 for Redland City.
- Improve access to the bay for environmentally sensitive recreation activities.
- Oversee the management of Redland City's Priority Development Areas.

KEY COUNCIL SERVICE AREAS

- Engineering and Environment
- Sport and Facilities
- Redland Water
- RedWaste
- Strategic Planning
- Infrastructure Planning
- Marine Infrastructure
- Traffic and Transport
- Priority Development
- Disaster Planning and Operations

DID YOU KNOW?

- Every year, Council removes around 18 tonnes of rubbish, 216 tonnes of sediment and 45 tonnes of organic material from stormwater drains.
- Council manages 200 kilometres of coastal foreshore and more than 100 stormwater outlets to the bay on the mainland.



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.

2020 OUTCOMES

- 4.1 Council's organisational and staff capacity to deliver positive outcomes for Aboriginal communities, including the Quandamooka People, is improved through policy, cultural awareness training and cultural heritage training for elected members and Council staff.
- 4.2 Council's and the community's respect and understanding of the Quandamooka Peoples' relationship with their traditional land and waters continue to improve.
- 4.3 Council continues to support and resource the delivery of commitments under the Indigenous Land Use Agreement (ILUA) with the Quandamooka People.
- 4.4 Council works with the Quandamooka Traditional Owners to help them achieve their goal of establishing North Stradbroke Island (Minjerrabah) as a global eco-cultural tourism destination.

PERFORMANCE INDICATORS

- Attendance at Council's cultural awareness and heritage training.
- Community understanding of the Quandamooka Peoples' relationship with their traditional land and waters.
- Council's progress with implementing the ILUA.
- Visitation numbers and quality of experiences on North Stradbroke Island (Minjerrabah).

OUR COMMITMENT

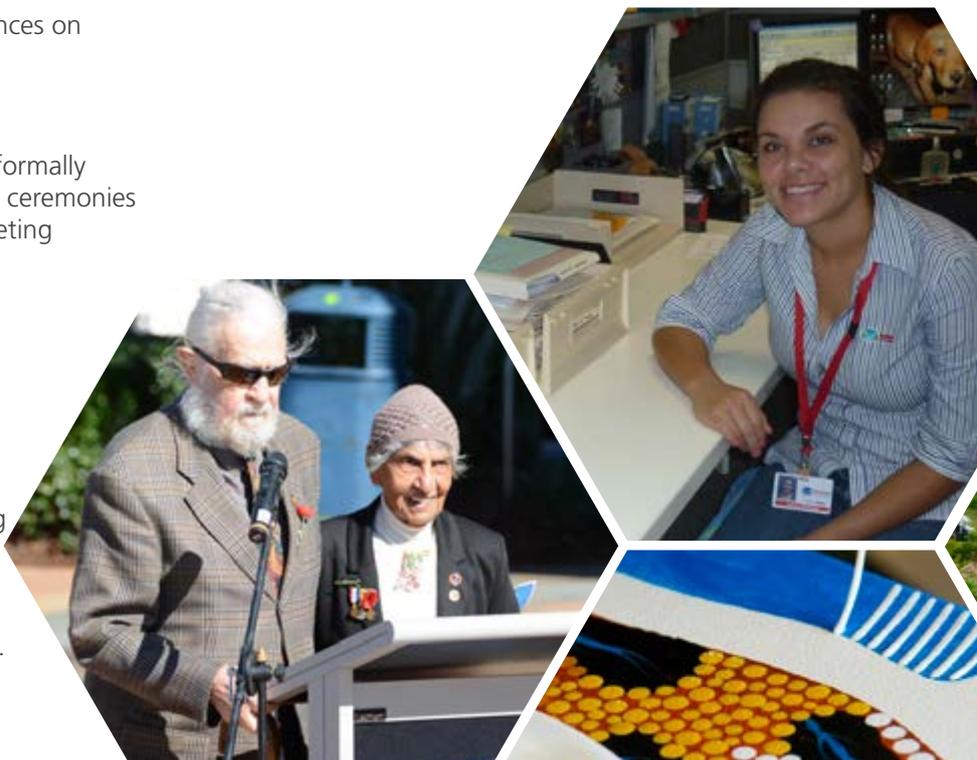
- Acknowledge local Aboriginal people by formally recognising Traditional Owners in Council ceremonies and developing culturally appropriate meeting protocols.
- Promote traditional knowledge and increase the profile of Aboriginal heritage through signage, cultural tourism and community events.
- Allocate adequate budget and deliver Council's commitments under the ILUA.
- Engage with Traditional Owners regarding tourism opportunities through the State Government's North Stradbroke Island Economic Transition Group and Redland City's Economic Development Framework.

KEY COUNCIL SERVICE AREAS

- Corporate Governance
- Creative Arts
- Strengthening Communities
- Communication, Engagement and Tourism
- Strategic Planning
- Strategic Economic Development

DID YOU KNOW?

- As part of NAIDOC Week 2014, Council created an honour roll acknowledging Aboriginal service men and women for the first time and displayed rare war memorabilia.
- Council's collaboration with stakeholders ensured community participation and involvement in key theatre productions, 'Black Diggers' and 'Out of the Attic'.
- Council is one of the first local governments in Queensland to engage Traditional Owners in helping develop and implement Aboriginal cultural heritage training for key staff.
- For International Women's Day 2014, Council hosted an inaugural event celebrating the contribution of women as pioneers and leaders in the Quandamooka community.



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.

2020 OUTCOMES

- 5.1 Growth and development in the city is sustainably managed through the adoption and implementation of the Redland City Plan and Local Government Infrastructure Plan.
- 5.2 Redland City's character and liveability are enhanced through a program of master planning, place-making and centre improvement strategies, including maximising opportunities through the catalyst Toondah Harbour Priority Development Area and Redlands Health and Wellbeing Precinct projects to build a strong and connected Cleveland.
- 5.3 An effective and efficient development assessment process delivers quality development that is consistent with legislation, best practice and community expectations.
- 5.4 Regional collaboration and targeted advocacy drives external funding for key infrastructure upgrades and enhanced community outcomes.

PERFORMANCE INDICATORS

- Implementation of the Redland City Plan and Local Government Infrastructure Plan (and subsequent twice-year reviews).
- Development is consistent with legislation, best practice and community expectations, guided by relevant plans and strategies.
- Council meets or improves on Integrated Development Assessment System timeframes.
- Levels of participation in regional collaboration and advisory groups.

OUR COMMITMENT

- Finalise and adopt the new Redland City Plan and prepare and adopt a new Local Government Infrastructure Plan.
- Continue Council's ongoing program of centre activity planning, place-making and centre improvement strategies and undertake integrated master planning of Cleveland centre, including Cleveland central business district, Toondah Harbour Priority Development Area, Redlands Health and Wellbeing Precinct and employment precincts.
- Review and simplify assessment processes to reduce development transaction times and costs.
- Collaborate regionally on growth management, including land use, transport and infrastructure planning, costing and delivery.

KEY COUNCIL SERVICE AREAS

- Planning Assessment
- Engineering and Environment
- Infrastructure Planning
- Building and Plumbing
- Strategic Planning
- Planning Scheme Review
- Priority Development
- Strategic Economic Development
- Redland Water
- Development Control
- Project Planning and Programming
- Project Delivery Group
- Public Place Projects

DID YOU KNOW?

- Redland City's population is expected to increase by 50,000 people in the next 25 years.
- Council must plan for additional 26,000 homes and 28,000 jobs by 2041, to support expected growth.



6. Supportive and vibrant economy

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

2020 OUTCOMES

- 6.1 Council supports infrastructure that encourages business and tourism growth.
- 6.2 Redland City delivers events, activities and performances that bring economic and social benefits to the community.
- 6.3 Council's involvement in the State Government's North Stradbroke Island Economic Transition Committee supports and aligns with Council's strategic objectives, which help deliver long-term economic sustainability for North Stradbroke Island (Minjerribah).
- 6.4 Council receives a return on the community's investment in land to enhance economic and community outcomes.
- 6.5 Growth in key sectors identified in Council's Economic Development Framework is supported through the development and implementation of action plans by the Industry Economic Development Advisory Board.
- 6.6 Development will be facilitated specifically in the Toondah Harbour Priority Development Area (PDA) and the Weinam Creek PDA with a focus on economic growth.

PERFORMANCE INDICATORS

- Employment growth and tourism numbers.
- Attendance numbers and economic return at events across the city.
- Implementation of the early actions and future strategic directions from the North Stradbroke Island Economic Transition Strategy.
- Number of sites developed by Redland Investment Corporation for commercial and community benefits.
- Number of action plans developed by the Industry Economic Advisory Board.
- Finalise development management agreement for Toondah Harbour PDA.
- Support negotiations with stakeholders on environmental and development approvals for Toondah Harbour PDA.
- Finalise report for proposals for Weinam Creek PDA.
- Finalise development management agreement for Weinam Creek PDA.

OUR COMMITMENT

- Develop a new tourism strategy for the city, including marketing and communication activities, education for operators and visitor services.
- Develop a new events strategy that delivers economic development through a balanced and sustainable calendar of events across the city.
- Continue to work with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), local business groups and relevant government agencies to deliver on priority issues.
- Identify opportunities to partner with the private sector to develop and commercialise sites and provide community infrastructure.
- Establish and support the Industry Economic Development Advisory Board.
- Continue to work with Economic Development Queensland and stakeholders to achieve environment and planning approvals and develop opportunities including mixed-use, medium residential, tourism and retail-based development, ferry terminals, marina, water transport services and improved public space.

KEY COUNCIL SERVICE AREAS

- Strategic Economic Development
- Communication, Engagement and Tourism
- Strategic Planning
- Infrastructure Planning
- Creative Arts
- Strengthening Communities
- Priority Development
- Planning Scheme Review
- Redland Investment Corporation

DID YOU KNOW?

- More than 46,700 people attended 182 events at the Redlands Performing Arts Centre in 2014.
- In 2014, Council assisted 250 businesses with enquiries/advice and held workshops and networking programs attended by approximately 400 businesses.



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.

2020 OUTCOMES

- 7.1 Festivals, events and activities bring together and support greater connectivity between cross-sections of the community.
- 7.2 Council maximises community benefit from the use of its parklands and facilities by improving access to, and the quality and shared use of, public spaces and facilities by groups for sporting, recreational and community activities.
- 7.3 Council's assessment of community issues and needs provides timely opportunities to pursue grants and partnerships that realise long-term benefits.
- 7.4 Council supports volunteerism and participation in civic projects through clear and supportive Council processes to reduce red-tape, and engage and recruit volunteers for Council projects.
- 7.5 The community's preparedness for disasters is improved through community education, training and strong partnerships between Council and other agencies.

PERFORMANCE INDICATORS

- Number of community activities delivered.
- Number of community groups with leases/permits for Council facilities.
- Number of strategic partnerships formed and number of successful grant applications.
- Number of volunteers and hours donated towards Council projects.
- Implementation of Redland City Disaster Management Plan.

OUR COMMITMENT

- Develop a range of activities that engage the whole community.
- Support community groups, including arts and cultural groups and sport and recreation groups, by helping them develop skills including networking, governance, engaging volunteers and business management.
- Advocate on behalf of and support community groups to secure funding streams.
- Develop a volunteering policy, corporate process and guidelines to better support volunteers.
- Continue to foster community resilience and coordinate the community's response to disaster events.

KEY COUNCIL SERVICE AREAS

- Strengthening Communities
- Sport and Facilities
- City Spaces Policy and Strategy
- Disaster Planning and Operations
- Creative Arts
- Library Services
- Communication, Engagement and Tourism
- Health and Environment
- Redland Investment Corporation
- Compliance Services

DID YOU KNOW?

- Redland Art Gallery had more than 35,700 visitors in 2014, including 61 exhibition openings, events, workshops and activities.
- In 2014, Council provided more than \$575,000 grant funding to 71 community organisations and groups, as well as \$125,000 sponsorship funding to deliver 30 community events.
- In 2014 more than 3,060 clients were supported through Council's Home Assist Secure Program.
- In 2014, Council's eight libraries (mainland, island and mobile) were accessed 715,986 times in person, and 97,548 times online.
- Council delivered Australia's first online suburb-by-suburb Redland City Local Disaster Management Plan in 2014.



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.

2020 OUTCOMES

- 8.1 Council's Information Management Strategy and technology systems are engineered to increase efficiency and provide excellent customer service outcomes.
- 8.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans that guide project planning and service delivery across the city.
- 8.3 Implementation of the Corporate Plan is well coordinated across Council and through a delivery mechanism that provides clear line of sight, accountability and performance measurement for all employees.
- 8.4 A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change that enhances internal and external outcomes.
- 8.5 Council uses meaningful tools to engage with the community on diverse issues so that the community is well informed and can contribute to decision making.

PERFORMANCE INDICATORS

- Customer satisfaction with Council's e-services/online services through Council's Community Satisfaction Survey.
- Financial Strategy key performance indicators including measures of sustainability.
- Tracking the improvement of asset management maturity and capacity.
- Corporate Plan implementation is effectively tracked and performance reported.
- All Council employees have clear, achievable goals aligned to corporate objectives and managed via the MyGoals Performance Framework.
- Community satisfaction with engagement activities.
- Portfolio of projects is tracked and managed to align with Council's strategic objectives.

OUR COMMITMENT

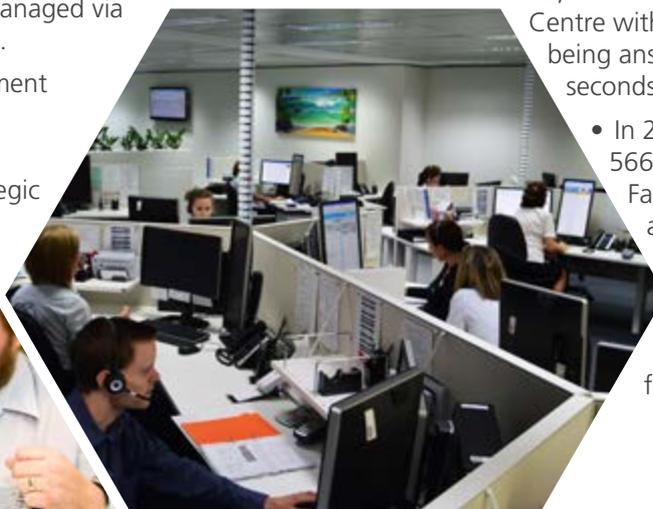
- Enhance the online customer interface to offer more services electronically.
- Ensure Asset and Service Management Plans are best practice and implemented across Council.
- Implement and monitor progress of the new Corporate Plan.
- Support employees by providing clear direction and extensive training, including the use of new technology.
- Implement the Community Engagement Policy.
- Ensure the project portfolio is managed in accordance with best practice.

KEY COUNCIL SERVICE AREAS

- Information Management
- Human Resources
- Corporate Governance
- General Counsel
- Communication, Engagement and Tourism
- Internal Audit
- Financial Services
- Integrated Customer Contact Centre
- Business Transformation
- Executive Office
- Project Management Office

DID YOU KNOW?

- Redland City Council employs more than 980 people.
- In 2014, Council delivered face to face customer service to over 37,000 customers and answered 112,766 calls in the Contact Centre with over 90% of calls being answered within 20 seconds.
- In 2014, Council created 566 public posts on Facebook that reached a total of 1.6 million people and by the end of December 2014, Council had 8,159 Facebook followers.



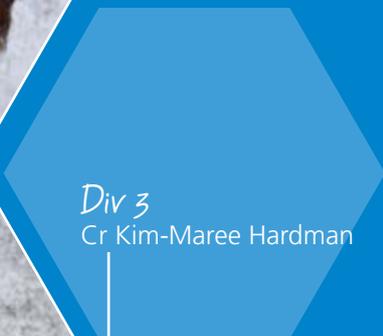
Elected members



Mayor
Cr Karen Williams



Div 1
Cr Wendy Boglary



Div 3
Cr Kim-Maree Hardman



Div 2
Cr Craig Ogilvie



Div 10
Cr Paul Bishop



Div 9
Cr Paul Gleeson



Div 4
Cr Lance Hewlett



Div 8
Cr Alan Beard



Div 7
Cr Murray Elliott



Div 6
Cr Julie Talty



Div 5
Cr Mark Edwards

Executive Leadership Team



l to r: Andrew Ross, *General Counsel*
Gary Soutar, *General Manager Infrastructure and Operations*
Louise Rusan, *General Manager Community and Customer Services*
Bill Lyon, *Chief Executive Officer*
Amanda Daly, *Head of Human Resources*
Nick Clarke, *General Manager Organisational Services*
Linnet Batz, *Chief Financial Officer*

Appendices

Appendix 1 Redland Water/Appendix 2 RedWaste

Commercialised 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

COMMERCIALISED BUSINESS UNIT – REDLAND WATER

Objectives

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

1. meeting Redland 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

Redland 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

COMMERCIALISED BUSINESS UNIT – REDWASTE

Objectives

The primary objective of RedWaste, 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. RedWaste 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 Sustainable Resources from Waste Plan 2010-20
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

RedWaste 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.

Appendix 3 Key Redland City Council Documents

The following Redland City Council documents support the delivery of Council's strategic outcomes. Council's policies, strategies and plans are regularly reviewed and updated. Copies of all of Council's key documents are available on the Redland City Council website.

HEALTHY NATURAL ENVIRONMENT

- Conservation Land Management Strategy 2010
- Pest Management Plan 2012-2016
- Waterway Recovery Strategy and Action Plan 2013-2018
- Total Water Cycle Management Plan for Redland City Council 2013
- Action Plan to Reduce Koala Hits from Vehicles in Redland City V1.1 August 2009

GREEN LIVING

- Confronting our Climate Future 2030
- Redland City Council Sustainable Resources from Waste Plan 2010-2020
- Redland City Plan 2015
- Redlands Cycling and Pedestrian Strategy
- Redlands Transport Plan 2016
- Renewable Energy Incentive Policy
- Environmental Education Unit Schools Program

EMBRACING THE BAY

- Conservation Land Management Strategy 2010
- Redland Open Space Strategy 2026
- Waterway Recovery Strategy and Action Plan 2013-2018
- Redland City Plan 2015
- Redland City Disaster Management Plan

QUANDAMOOKA COUNTRY

- Indigenous Land Use Agreement between the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) and Redland City Council
- Redland City Economic Development Framework
- Quandamooka Aboriginal Community Plan

WISE PLANNING AND DESIGN

- Redlands Housing Strategy 2011-2031
- Redland Open Space Strategy 2026
- Redland City Plan 2015
- Local Government Infrastructure Plan
- Toondah Harbour Priority Development Area Planning Scheme May 2014

SUPPORTIVE AND VIBRANT ECONOMY

- Redland City Economic Development Framework 2014-2041
- Redland City Centres and Employment Strategy
- Redland Investment Corporation Property Company Structure
- Redland City Plan 2015
- Toondah Harbour Priority Development Area Planning Scheme May 2014
- Weinam Creek Priority Development Area Planning Scheme May 2014

STRONG AND CONNECTED COMMUNITIES

- Ageing Well in the Redlands Strategy
- Redland Community Physical Activity Strategy
- Redland Open Space Strategy 2026
- Strong Communities Policy
- Our City Our Culture Management Plan 2008-2018
- Redland City Disaster Management Plan
- Cultural Policy
- Community Safety Policy
- Child and Youth Friendly Redlands Policy
- Community Halls: Strategic Development Plan for Community Facilities
- Seniors Policy
- Redland Youth Engagement Policy
- Financial Assistance to Community Sector Policy
- Redland Shire Library Service - A Ten Year Plan 2007

INCLUSIVE AND ETHICAL GOVERNANCE

- Financial Strategy 2015-2025
- Information Management Strategy
- Human Resource Management Policy
- Workplace Health and Safety Policy
- Community Engagement Policy
- Communications Policy
- Corporate Performance Management Policy



Acknowledgments

A guiding principle in the development of this document was the involvement of Council officers and feedback from the community.

A significant number of Council officers from across the whole organisation have contributed to this Corporate Plan and Council's vision, mission and values statements. Council officers and elected members have been involved over several months to develop this Plan.

Redland City Council acknowledges the community representatives who contributed to the development of the Corporate Plan through meetings, submissions and participation in consultation. The feedback provided was invaluable and the ongoing partnership between Council and the community is an essential element in achieving the desired outcomes of the Corporate Plan.

This feedback helped improve the Corporate Plan to become a true reflection of the aspirations of the community.



Redland
CITY COUNCIL