

# Redland City Council **Corporate Plan** 2010-2015



**Redland**  
CITY COUNCIL





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# Mayor's message

The current Council was elected in March 2008 and the development of a new community plan was embarked upon later that year. After an extensive period of community consultation, the *Community Plan, Redlands 2030*, was adopted in April 2010 and I am now pleased to present Council's *Corporate Plan 2010-2015*.

This *Corporate Plan* represents Council's response to the things the community told us were important during community plan consultation and it integrates and focuses Council's resources towards achieving the community goals of Redlands 2030. The structure of the plan, its underlying values and overarching mission of sustainability (of our diverse places and strong communities) mirror exactly those of Redlands 2030.

In the next five years, we will plan and deliver services and manage community assets according to the priorities outlined in these pages. I think of this plan as a road map for navigating the first leg of our journey to a better future for Redlands people and places by 2030. Each year we will review our progress, report on our achievements against specified indicators and allocate resources for the following year to build on the gains we have made.

Along the way, Councillors and staff will continue to engage fully with the residents, organisations and businesses we serve. Conscious of the values that will shape our future, we will harness and strengthen those that support a culture of sustainability in the Redlands. In five years I expect we will be a stronger community - enriched by robust democratic and cultural practices and sustained by a thriving local economy and a diverse and healthy environment.

You will see that the Traditional Owners of Redlands have a special place in this plan and in Redlands 2030. This is reflected in several partnership initiatives we have forged with Quandamooka organisations recently. Advanced negotiations towards Aboriginal management of foreshore camping grounds on North Stradbroke Islands is a notable example.

Our growing partnership with local Elders and Aboriginal organisations will stand us in good stead to negotiate land tenure arrangements that help 'close the gap' of Aboriginal disadvantage and serve the interests of the wider community.

You'll appreciate that many of the issues we are responding to in the Redlands to maintain and enhance our way of life are not unique to our city. We recognise the importance of addressing these issues of sustainability that are not only regional or national but indeed global matters.



In five years I expect we will be a stronger community - enriched by robust democratic and cultural practices and sustained by a thriving local economy and a diverse and healthy environment.





These issues are strongly embedded in our *Corporate Plan* and include:

- showing leadership on issues such as population growth, climate change, renewable energy and green house gas emissions
- participating in the population growth debate at a national, state and regional level and ensuring the best possible social, environmental and economic outcomes for the Redlands
- robust financial management practices to ensure we are living within our means as an organisation and delivering best value to our community.

While dealing with these challenges, we pledge to not lose sight of the vital local issues you have told us are important to you including:

- ensuring our planning and management processes protect and enhance the natural and built heritage and unique characteristics that make the Redlands so special
- maintaining and where possible improving service levels in core areas such as parks, libraries, and transport infrastructure
- supporting and facilitating sustainable economic development in the Redlands to create more jobs and benefit the local community.

Finally, now that our *Community Plan* and *Corporate Plan* are in place, I want to assure you that the dialogue we have developed with the community will be ongoing. We are currently developing a formal performance reporting program against our plans and I look forward to reporting progress in the coming years.

I'd like to thank residents for their commitment to the engagement process to date and urge you all to keep working with Council to achieve our shared goals. The challenges are many, but working together, I have great confidence in the future of the Redlands.



**Melva E Hobson (PSM)**  
**Mayor of Redland City**

# Our past, our present and our future

Developing this *Corporate Plan* has provided the opportunity for Councillors and Council staff to pause, take stock and check where we are heading. The document is our strategic plan for the next five years and is a direct response to the community aspirations articulated in the *Redlands 2030 Community Plan* adopted by Council in April 2010.

In preparing the *Corporate Plan* we took into account all we know about the Redlands; the legacies of past civic and community leaders, the opportunities and challenges ahead and the values and views of the citizens we serve. We considered implications of the new legislative framework that governs our work, in particular a new *Local Government Act (2009)* and *Sustainable Planning Act (2009)*. We reflected on the key strategies, plans and programs already in place, or under way and assessed their relevance against the *Redlands 2030 Community Plan*. Most of these, like the *State of the Environment Report* and the *Redland Social Infrastructure Strategy 2009* are Council initiatives. Others, such as the *Quandamooka Aboriginal Community Plan (2007)*, are the work of local community organisations, but play an equally important role in our own forward planning process.

We also looked at issues and trends impacting on the Redlands from beyond our city boundaries; from the south-east Queensland region and further afield to the national and global forces affecting us. The economic situation, the environment, population growth and climate change are among the big issues we know we must grapple with in the next five years. We reviewed evidence from leading researchers whose work informs our planning for social, economic and environmental sustainability. We also thought carefully about our responsibilities to provide leadership and good governance, sound management of civic assets, and value for money to ratepayers.

In short, a lot of creative thinking and hard work across departments within Council has driven the preparation of this *Corporate Plan* and added to the things we already knew from the community input we received during the development of the *Community Plan*. Now the *Community Plan* has been adopted by Council, our task is to get on and deliver the actions and strategies contained in these pages and to report on our progress each year as we go. I look forward to reporting progress in a spirit of partnership with local residents and organisations.



Gary Stevenson (PSM)  
Chief Executive



Now the *Community Plan* has been adopted by Council, our task is to get on and deliver the actions and strategies contained in these pages and to report on our progress each year as we go.



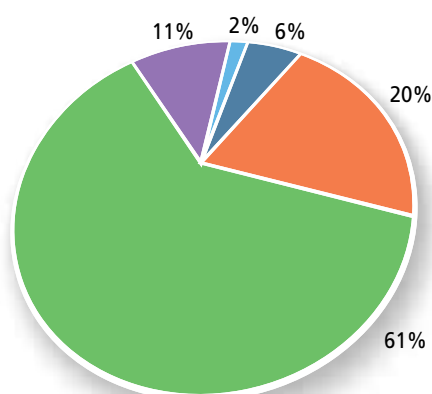
# Profile

## Location

Redland City, in south-east Queensland, is located on Moreton Bay and borders Brisbane City, Logan City and the Gold Coast. Cleveland is its civic centre and Capalaba the main business and transport hub.

The city stretches from the hinterland areas of Mount Cotton, Sheldon and Capalaba across Moreton Bay to North Stradbroke Island and includes the Island communities of Southern Moreton Bay (Lamb, Karragarra, Macleay and Russell Islands), Peel and Coochiemudlo Islands. It takes in 537 square kilometres of land and includes more than 200km of coastline along Moreton Bay.

The city's population in 2009 was estimated to be 140,691\*.



## People of the Redlands by age

- Mature adults 65 to 84 years
- Adults 18 to 64 years
- Children 5 to 17 years
- Senior citizens 85 years and over
- Infants 0 to 4 years

*\*The Redlands population – by age (source: Australian Bureau of Statistics)*

## History

The people of Quandamooka have lived in the Redlands for tens of thousands of years. 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. The name changed to Redland City following local government reform in 2008.

## Economic

The Redland's economy comprises a number of different industries including retailing, mining, horticulture, construction, poultry and specialist manufacturing. The city has a thriving tourism industry including a progressive ecotourism market. Major retail and commercial centres are located at Cleveland, Capalaba and Victoria Point.

## Lifestyle and climate

Combining quality living and working environments, Redland City enjoys a relaxed coastal lifestyle, strong community values and outstanding cultural and natural attractions. It maintains an easygoing pace, a wide variety of land and water based recreational opportunities, extensive educational offerings, excellent healthcare facilities and a thriving ecotourism industry. Redland City experiences a subtropical climate, characterised by high rainfall, atmospheric moisture content and cloud cover during the summer.

## Land use

Council has endeavoured to maintain a balance between the community requirements for housing, recreation, facilities and infrastructure and the requirements to preserve natural areas and rural land uses. Currently, the primary mechanism for the planning and allocation of future land use is the *Redlands Planning Scheme 2006-2021* and Council is also required by the state government to adhere to the South East Queensland Regional Plan. The *Redlands Planning Scheme* will next be reviewed in 2013.

Zoning categories		Mainland		North Stradbroke Island		Southern Moreton Bay Islands		Redland City	
Group	Zones	Area(ha)	%	Area(ha)	%	Area(ha)	%	Area(ha)	%
Urban zones	Residential	3971	21	130	0	821	45	4992	10.41
	Centre	131	1	4	0	27	2	163	0.34
	Industry	176	1	24	0	4	0	205	0.43
	Emerging urban community	209	1	69	0	0	0	278	0.59
Rural and environmental zones	Park residential	771	4	6	0	0	0	777	1.64
	Rural	2817	15	8	0	91	5	2915	6.17
	Environmental	8809	46	25568	97	783	43	35159	74.37
Community facilities		713	4	421	2	51	3	1185	2.51
Open spaces		1154	6	174	1	35	2	1362	2.88
Other		310	2	0	0	0	0	310	0.65
<b>TOTAL</b>		<b>19061</b>		<b>26403</b>		<b>1812</b>		<b>47276</b>	



Combining quality living and working environments, Redland City enjoys a relaxed coastal lifestyle, strong community values and outstanding cultural and natural attractions.



# About this plan

## Purpose

Corporate planning is a legislative requirement and ensures Council has a clear direction to guide the allocation of resources over the next five years. The *Corporate Plan 2010-2015* is Council's key strategic plan which builds on the extensive community consultation undertaken through the Redlands 2030 project and will drive delivery of the Redlands 2030 Community Plan.

The format of the *Corporate Plan* directly mirrors the outcomes in the *Redlands 2030 Community Plan* and includes the vision statements from this document. The Corporate Plan sets out what Council will do in next five years toward this. Performance measures will be used to track progress against the plan.

More than ever before, the way Redland City Council responds to local issues is influenced by regional, state and federal initiatives and strategies. This continues the evolution of our local government from a basic provider of services to a more comprehensive community leadership role, building the capacity of our community to achieve a sustainable future.



The actions identified in the *Corporate Plan* will form the basis of the *Operational Plan* and budget each year and will be periodically reviewed to ensure they remain focused on the Redlands 2030 vision.

## The quadruple bottom line

Redland City Council is committed to the four principles of sustainability which are represented by the quadruple bottom line.

This means that Council considers the environmental, social/community, economic and governance impact of our decisions and the impact they will have on the sustainability of our city.

## How we developed the plan

Redlands 2030 was subject to an extensive consultation and engagement process. The vision, outcomes and goals which were developed by the community, form the foundation of this *Corporate Plan*. In developing the *Corporate Plan*, we aim to clearly set out what Council will do over the next five years to contribute to the *Community Plan*. The plan therefore draws heavily on the *Community Plan* consultation data.

The development of the *Corporate Plan* started in August 2009 with background research. In October we held workshops with Councillors and senior staff and in November we met with the Community Reference Group to explore the priorities emerging from the Community Plan. We developed a draft plan which was approved for consultation by Council on 24 February 2010 and then a public consultation process ran until 6 April 2010. The consultation responses were considered in detail and changes have been incorporated into this final draft.



## Vision

Enhancing community spirit, lifestyle and the natural environment

## Mission

To be a sustainable and effective organisation with clever and caring people



## Values

Our values are to:

- strive to achieve sustainability in our organisation and our community
- support community engagement and leadership
- continuously improve our services
- carefully manage our finances and deliver value for money
- deliver excellent customer service
- be an ethical and transparent organisation
- treat people with respect and value diversity
- listen to our community and engage effectively with them.



The format of the *Corporate Plan* directly mirrors the outcomes in the *Redlands 2030 Community Plan* and includes the vision statements from this document



## Strategic planning

Council's *Corporate Plan* represents Council's delivery of a five year portion of the *Redlands 2030 Community Plan* outlining how Council will contribute to the delivery of the goals identified in the *Redlands 2030 Community Plan*.

The *Corporate Plan* is also directly linked to all of Council's long term, strategic planning documents. This ensures that a clear link exists between community needs and expectations, corporate strategic direction and priorities, policy and day to day activities



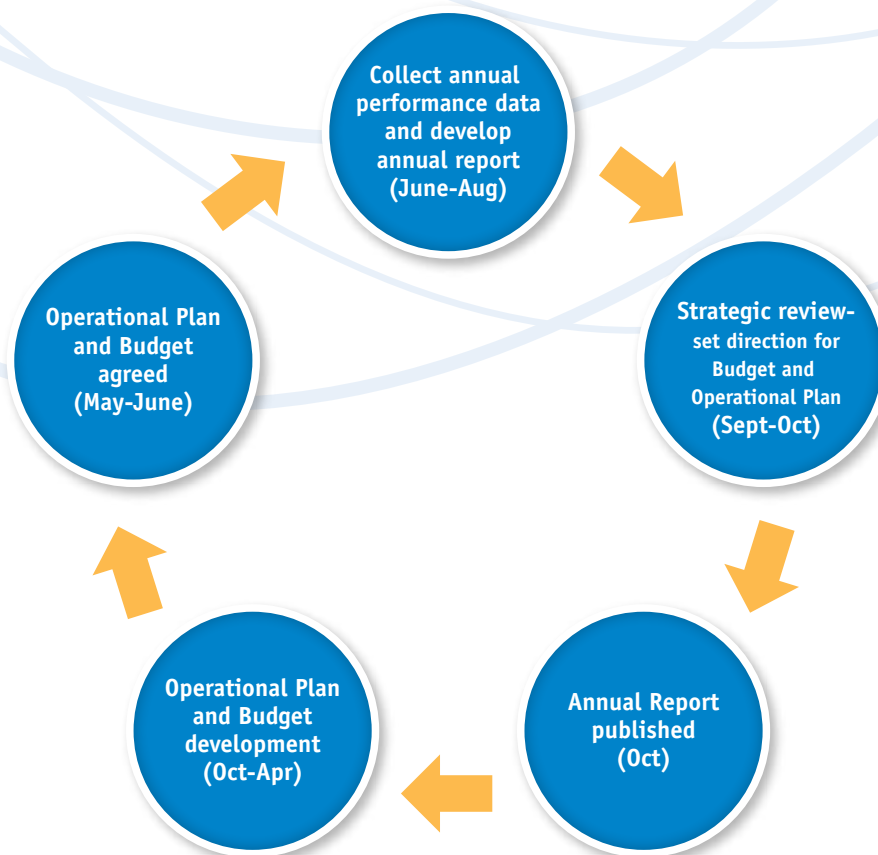
## Performance management

Council has a commitment to ensuring effective management of performance. In addition to the statutory reporting requirements contained within the *Local Government Act 2009* (eg *Annual Report*, *Quarterly Performance Report*) Council is developing a performance management framework which will include regular and transparent reporting against our community and corporate plans including the performance indicators you see in this document.

In the lead up to each budget and operational planning cycle, Council will review progress on the delivery of the *Community Plan* and *Corporate Plan*, based on performance data to hand and adjust the allocation of resources accordingly. We make a commitment that the performance measures we develop will be meaningful, easily understandable and readily accessible to the community.



## Our annual planning cycle



Each year, we will use performance data and review our strategic and operational risks to inform our decisions about what areas need more attention or investment in the following year. This process will involve strategic reviews, where Councillors and our Executive Management Group will review progress in implementing key plans, including the:

- *Community Plan*
- *Corporate Plan*
- *Long term Asset Management Plan*
- *Long term Financial Plan.*

Outcomes from strategic reviews will help us with the development of the budget and *Operational Plan* for the next financial year.



We make a commitment that the performance measures we develop will be meaningful, easily understandable and readily accessible to the community.







# 1. Healthy natural environment

## Outcome

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.

## Strategies

We will:

- 1.1 Increase biodiversity by taking informed action to protect, enhance and manage our local ecosystems
- 1.2 Stop the decline in population of the koala and other species at risk through advocacy, protecting and restoring vital habitat and increasing community engagement and action
- 1.3 Protect our natural environment by restoring degraded landscapes, contaminated land and managing fire, pests and other hazards
- 1.4 Improve residents' understanding, respect and enjoyment of the local environment through stewardship and partnerships
- 1.5 Co-ordinate effective management of the conservation estate on all (private and public) lands in Redlands, through a combination of incentives and various tenure and management arrangements to restore, maintain and plant new habitat
- 1.6 Address the decline in the health of Redlands waterways and improve water quality, aquatic populations and their biodiversity



## Community priorities

- *Maintaining unique biodiversity*
- *Protecting, restoring and enhancing the environment*
- *People supporting the environment*



## Performance indicators

We will monitor:

- water quality rating
- waterway health rating
- koala population
- net increase in habitat
- wildlife crossings and linkages
- tree protection enforcement
- number of bush care groups
- involvement in extension programs (eg 'your backyard' program)







## 2. Green living

### Outcome

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.

### Strategies

We will:

- 2.1 Achieve sustainability through strong leadership and innovation, and by effective planning and managing our services, assets and resources
- 2.2 Promote, support and encourage commitment to green living in our community by improving residents' understanding of climate change and achieving greater water, energy and waste conservation and efficiency
- 2.3 Promote a 'go local' attitude towards working, socialising, shopping, playing and supporting local production of food
- 2.4 Provide and maintain safe and attractive routes for people to walk and cycle throughout the city and to connect to nearby regional centres
- 2.5 Achieve greater use of public transport by advocating for improved access to innovative and high quality services
- 2.6 Conserve energy and water, improve efficiency and reduce greenhouse gas emissions resulting from Council's energy consumption
- 2.7 Keep Redlands clean and green through programs that increase community participation in practical and positive local action to build a sense of ownership and an increasing pride in our city
- 2.8 Implement Council's waste management strategy by applying best practice principles in pricing, public awareness, resource management, recycling and recovery
- 2.9 Protect our community and the natural environment by managing environmental harm and nuisance caused by industry, business, development from past and present activities



### Community priorities

- *Making green choices the norm*
- *Managing our resources sustainably*



### Performance indicators

We will monitor:

- energy consumption for Council buildings
- Council fleet statistics
- Council water consumption
- waste sent to landfill
- percentage of waste recycled
- length of shared cycle/pedestrian paths
- Council's carbon footprint
- community carbon footprint





# 3. Embracing the bay

## Outcome

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.

## Strategies

We will:

- 3.1 Address the social, cultural and economic needs of island communities by partnering with residents and other tiers of government to deliver infrastructure, facilities and services
- 3.2 Better manage our foreshores through coordinated planning with a special focus on resilience to the impacts of flooding and storm tides
- 3.3 Ensure the ongoing health of the bay by managing creeks, wetlands and stormwater and by protecting natural areas surrounding the bay
- 3.4 Promote enjoyment of the bay by improving access for environmentally sensitive recreation activities, education, economic opportunities and ecotourism
- 3.5 Build partnerships with marine research, education institutions and the private sector to develop future research projects and education programs that will improve the health of the bay
- 3.6 Support management of the marine park and advocate for a new national park covering a substantial area of North Stradbroke Island



## Community priorities

- *Protecting the bay*
- *Making the bay accessible*
- *Living sustainably on the islands*



## Performance indicators

We will monitor:

- tourism numbers
- water quality
- increase number of new sensitively designed bay access points for low impact recreational activities
- public management of foreshore and waterway areas of the city
- quality of life data for island communities (eg ABS SEIFA index)





## 4. Quandamooka country

### Outcome

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.

### Strategies

We will:

- 4.1 Improve community understanding and promote respect for the Quandamooka peoples' relationship with the land and waters of Redlands
- 4.2 Negotiate Council's rights and interests with respect to native title land with the Traditional Owners of the land through an Indigenous Land Use Agreement
- 4.3 Strengthen partnerships in natural and cultural resource management with local Aboriginal organisations, in particular management of the North Stradbroke Island holiday parks
- 4.4 Advocate for the application of Indigenous landscape values in state planning in line with DRO7 the SEQ Regional Plan and work with the local Aboriginal community to protect sites and landscapes of significance to their heritage and wellbeing
- 4.5 Work with local Traditional Owners and Elders and apply creative and educational techniques to improve employees', residents' and visitors' understanding of the heritage, achievements and aspirations of local Aboriginal people
- 4.6 Build on Council's partnership with local Aboriginal organisations to strengthen shared planning, service delivery, advocacy and decision-making, using the Quandamooka Aboriginal Community Plan to guide our management of assets and services
- 4.7 Support the Quandamooka Forum in its negotiations with Queensland and Commonwealth Government
- 4.8 Acknowledge the living culture of local Aboriginal people by formally recognising Traditional Owners in Council ceremonies by observing cultural protocols, promoting traditional knowledge and increasing the profile of Aboriginal heritage through signage, cultural, tourism and community events
- 4.9 Work with Traditional Owners of North Stradbroke Island / Minjerriba to establish an Indigenous-focussed knowledge centre in Dunwich to encourage local cultural and economic development opportunities and educate the wider community

### Community priorities

- *Supporting Aboriginal custodians*
- *Strengthening reconciliation through partnership*
- *Sharing and educating*



### Performance indicators

We will monitor:

- awareness of local Aboriginal history and culture (survey)
- satisfaction of Quandamooka Forum with implementation of Quandamooka Community Plan
- number of Council and community partnership initiatives







# 5. Wise planning and design

## Outcome

We will carefully manage population pressures and use land sustainably while advocating and taking steps to determine 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.

## Strategies

We will:

- 5.1 Prepare and put in place a new planning scheme for the Redlands that reflects the aspirations and expectations outlined in the Community Plan and Corporate Plans, state interests, recognised in the SEQ Regional Plan and the legal obligations of the Sustainable Planning Act
- 5.2 Manage population growth in a compact settlement pattern, having defined the sustainable carrying capacity of the city and limits to population growth
- 5.3 Advocate strongly to all levels of government about the impacts of an increased population on the city and the region's liveability and natural systems
- 5.4 Review Council's and the community's climate change preparedness, ensuring all risks are understood and plans are activated to deal with expected outcomes
- 5.5 Plan and develop a network of accessible centres that provide a wide range of retail, commercial and community services along with local employment opportunities
- 5.6 Manage the built environment in a way that creates accessible and user friendly spaces and maintains our local character and identity, ensuring all new developments use high quality design that reflects our sub-tropical climate, promotes health, community harmony and wellbeing
- 5.7 Support a sustainable future for rural areas by developing and implementing a rural strategy that recognises the city's heritage, economic, environmental and scenic values and promotes sustainable rural industries and activities
- 5.8 Plan and advocate to connect the city's communities with improved public transport including a road, ferry, cycling and walking network that provides safe and efficient movement within the city and the region and supports physical activity; and promote efficient and environmentally responsible private transport
- 5.9 Promote housing diversity, choice and affordability to address the city's current and future needs, incorporating medium density housing within and around the city's centres and transport nodes
- 5.10 Maintain the quality and liveability of residential areas and protect natural resources
- 5.11 Provide for 'place making' throughout the city through creative and inclusive master planning, local area planning, public art and heritage planning and precinct character planning processes to manage development at a local level
- 5.12 Plan, provide and advocate for essential physical and social infrastructure that supports community well-being and manage Council's existing infrastructure assets to ensure current service standards are maintained or improved
- 5.13 Enhance the city's liveability and enable people to enjoy outdoor activities, social gatherings and community events through planning, providing and managing high quality parks and open spaces

## Community priorities

- *Strengthening physical character and heritage*
- *Planning for a liveable city*
- *Prioritising public infrastructure*
- *Maximising green spaces*



## Performance indicators

We will monitor:

- percentage of land used as productive farmland
- estimated resident population against defined carrying capacity
- diversity of housing approved
- liveability headline indicators as part of the Redlands Sustainability Project
- total area of open space within the city per head of population
- health and social impacts of planning and design







# 6. Supportive and vibrant economy

## Outcome

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.

## Strategies

We will:

- 6.1 Bolster the local economy and local employment by providing business support to local companies, promoting social enterprise and providing opportunities for creativity, diversity and entrepreneurial activity
- 6.2 Market the distinctive image of the Redlands by encouraging low impact businesses that are knowledge-based and creative to establish in the city
- 6.3 Promote significant redevelopment of Cleveland and Capalaba as principal regional activity centres delivering mixed-use centres that provide opportunities for economic investment and local employment
- 6.4 Bring new business to the Redlands by promoting the city as a sustainable business locale, promoting Redland's advantages and advocating for the relocation of a major state government department
- 6.5 Develop partnerships with TAFE and other education providers to promote more tertiary education courses in the Redlands and training that supports local business needs
- 6.6 Promote Redlands as a high quality tourism destination and encourage the development of sustainable nature-based, heritage and eco-tourism

## Community priorities

- *Promoting a self-sufficient economy*
- *Growing local jobs*
- *Developing skills*
- *Strengthening the tourism industry*



## Performance indicators

We will monitor:

- employment levels
- tourism numbers
- new businesses assisted by the Business Grow program







# 7. Strong and connected communities

## Outcome

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.

## Strategies

We will:

- 7.1 Promote festivals, events and activities for people to come together, developing connections and networks to improve community spirit and enhance 'sense of place'
- 7.2 Provide access to quality services, facilities and information that meet the needs of all age groups and communities, especially disadvantaged and vulnerable people
- 7.3 Increase community safety, health and wellbeing by planning and delivering programs, services, partnerships, regulations and education
- 7.4 Increase the participation of people from all age groups and backgrounds in local heritage, the arts and cultural expression
- 7.5 Increase the physical activity participation of residents and deliver programs and incentives that strengthen opportunities for sport and recreation
- 7.6 Provide practical programs, support and guidance to the community sector in its delivery of highly valued support services and community projects
- 7.7 Increase children and young people's active participation in community life and support their social, cultural and physical development
- 7.8 Support "Ageing Well in the Redlands", to enable active participation in all aspects of community life
- 7.9 Actively participate in multi-agency forums to support the health and wellbeing of Indigenous residents of the Redlands and work with Aboriginal and Torres Strait Island communities in the Redlands to develop initiatives that respond to their aspirations
- 7.10 Minimise the impact of disasters by improving community preparedness and our capacity to respond effectively to support the community when disasters occur

## Community priorities

- *Building community spirit and belonging*
- *Safeguarding community wellbeing*
- *Building on local strengths*



## Performance indicators

We will monitor:

- volunteering numbers and hours
- community health indicators (eg levels of physical activity)
- community feeling on safety and crime (survey)
- social inequality measures using Australian Bureau of Statistics data
- youth participation rates
- access to support services (service audits and survey)





# 8. Inclusive and ethical governance

## Outcome

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.

## Strategies

We will:

- 8.1 Embed the visions and goals of the Redlands 2030 Community Plan into our planning, operations and culture and develop effective reporting and monitoring arrangements to show how we are progressing on implementation of the Community Plan and this Corporate Plan
- 8.2 Provide accessible information through different media to let residents know about local issues and how to get involved in programs and make a positive contribution to their community
- 8.3 Establish and maintain effective partnerships with local, regional and national organisations and governments to deliver the visions and goals of the community
- 8.4 Deliver broad, rich and deep engagement that reaches residents of all ages, backgrounds and locations, enabling them to contribute their views about plans and decisions affecting them and developing community leadership
- 8.5 Be transparent and consistent in the way we manage the organisation, its risks and obligations and ensure we are delivering against our priorities
- 8.6 Implement a comprehensive enterprise approach to risk management across the organisation
- 8.7 Ensure Council resource allocation is sustainable and delivers on Council and community priorities
- 8.8 Provide clear information to citizens about how rates, fees and charges are set and how Council intends to finance the delivery of the Community Plan and Corporate Plan

## Community priorities

- *Engaging communities*
- *Developing leadership*
- *Demonstrating accountability*



## Performance indicators

We will monitor:

- how the community feels about its capacity to have a say on key decisions affecting the Redlands (via survey)
- overall number of engagements
- satisfaction with Council's community leadership (survey)







# 9. An efficient and effective organisation

## Outcome

Council is well respected and seen as an excellent organisation which manages resources in an efficient and effective way

## Our people

We will:

- 9.1 Deliver excellent leadership throughout the organisation for the benefit of the community
- 9.2 Recruit and retain high quality staff and promote the organisation as an employer of choice
- 9.3 Actively promote diversity in the workforce and ensure flexibility is incorporated into work practices to support staff in achieving a healthy work-life balance
- 9.4 Provide a safe place for staff to work in and support the health and wellbeing of our people.

## Our finances

We will:

- 9.5 Ensure robust long term financial planning is in place to protect the financial sustainability of Council
- 9.6 Implement long term asset management planning that supports innovation and sustainability of service delivery, taking into account the community's aspirations and capacity to pay for desired service levels
- 9.7 Develop our procurement practices to increase value for money within an effective governance framework

## Our services

We will:

- 9.8 Work 'smarter' across departments, in multi-disciplinary teams to achieve continuous improvement and effective co-ordination
- 9.9 Manage security of and access to Council information
- 9.10 Use information management, mapping and communication technology to meet Council and community expectations
- 9.11 Develop and improve systems to support modern and flexible delivery of services



## Community priorities

- *Engaging communities*
- *Developing leadership*
- *Demonstrating accountability*



## Performance indicators

We will monitor:

- staff turnover rate
- actual procurement spend
- quality of internal support (via staff surveys)
- number of part-time employees
- level of local buying
- incidence and nature of workplace injuries

# Elected Members



# Executive Leadership Group



**Mike Hyde**

General Manager  
Customer Services

**Nick Clarke**

General Manager  
Governance

**Toni Averay**

General Manager  
Development and  
Community Standards

**Gary Stevenson**

Chief Executive Officer

**Martin Drydale**

General Manager  
Corporate Services

**Gary Soutar**

General Manager  
Redland Water  
(transferred to Allconnex  
Water as of 1 July 2010)

**Greg Underwood**

General Manager  
Planning and Policy

Copies of this corporate plan are available at Council's Customer Service Centres in Cleveland and Capalaba. It is also available online at [www.redland.qld.gov.au](http://www.redland.qld.gov.au).

For more information on the plan, phone 07 3829 8565.





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