



C.A.R.P.
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Corporate Plan Team
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Dear Sir/ Madam

SUBMISSION TO DRAFT REDLAND CITY COUNCIL CORPORATE PLAN 2015-20

We make the following comments and recommendations with respect to the Draft Redland City Council Corporate Plan 2015-20:

SUMMARY

The Draft Corporate Plan 2015-20 is disappointing and of great concern.

The revised structure and content of the Draft Corporate Plan 2015-20 represent an unacceptable and apparently deliberate weakening of the nexus between the Redlands 2030 Community Plan and Council's Corporate Plan (together with the associated Operational Plan and Annual Budget).

The negative consequences of this include a significant reduction in meaningful performance management capacity through the jettisoning of existing Strategies and Performance Indicators, together with the historical data embodied in Performance Tracking of these indicators over previous financial years.

This proposed change would make it difficult if not impossible, for Council to acquit itself properly to the community with respect to genuine, continuing progress toward the Community Vision and Outcomes. Conversely, it would make it very difficult for the community to hold Council to account.

The proposed Vision is lacking substance and needs to be revised. The proposed Mission Statement is unacceptable and must be rewritten. The Values have been diminished.

Throughout the Draft Corporate Plan 2015-20, there is an absence of intent with respect to the Community Plan's key focus on "leading Australia by acknowledging there are limits to population growth and having our planning documents reflect this". There is diminished focus on leadership on issues such as population growth, climate change, renewable energy and greenhouse gas emissions as well as leadership and participation in the population growth debate at a national, state and regional level.

The proposed Performance Indicators are inconsistent in form and vary in usefulness.

There is an unwarranted and unacceptable infiltration of the document with development-focussed narrative.

SECTION A: COMMENTS ON STRUCTURAL CHANGES

Background

As the current *Redland City Council Corporate Plan 2010-15* states:

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 activity.*

The current Corporate Plan also notes the inter-relationship of the Community Plan, the Corporate Plan, Long Term Strategic Planning and – the Annual Operational Plan and Budget.

In turn, the **Redland City Operational Plan 2013/14** demonstrates clear links to the Redlands 2030 Community Plan and the current Corporate Plan 2010-15 through a structure based on:

- the Redlands 2030 Community Plan Outcomes and importantly –
- the numbered Strategies of the current Corporate Plan.

The **Annual Budget** that is struck each year is based on the **Operational Plan**.

In this way, direct 'line of sight' through the budget, the Operational Plan and the Corporate Plan allows Council to demonstrate to the community how it is delivering on the desired outcomes of the Community Plan. This format is present in the 2013/14 and 2012/13 Operational Plans and the evolution to this form is evident in the 2011/12 Operational Plan.

Thus it is clear that in the recent past, considerable time and effort has been put into the development of Council's Strategic, Corporate and Operational Planning hierarchy to ensure that the Vision and Outcomes of the Redlands 2030 Community Plan are honoured and delivered and that Council is in a position to report upon its progress in this regard.

Note:

We presume that the Redland City Operational Plan 2014/15 takes the same form/ structure as the 2013/14 Operational Plan, but could not find it among the Operational Plans listed on Council's website.

Redlands 2030 Community Plan Structure

The *Redlands 2030 Community Plan* utilises the following narrative and structural hierarchy:

Vision
 Vision Outcomes
 Community Priorities
 Goals
 Indicators
 Targets

Redland City Council Corporate Plan 2010-15 Structure

The current *Redland City Council Corporate Plan 2010-15* utilises the following narrative and structural hierarchy:

Vision (*Corporate*)
Mission (*Corporate*)
Values (*Corporate*)
 Outcomes (*from Community Plan*)
 Community Priorities (*from Community Plan*)
 Strategies (*numbered*)
 Performance Indicators

Draft Redland City Council Corporate Plan 2015-20 Structure

The *Draft Redland City Council Corporate Plan 2015-20* has made significant changes, now utilising the following narrative and structural hierarchy:

Vision (*Corporate*)
Mission (*Corporate*)
Values (*Corporate*)
 Numbered header statements (*the Outcomes from Community Plan*)
 Our outcomes by 2020 (*Corporate*)
 Our performance indicators
 Our commitment
 Key Council documents
 Key Council service areas
 Did you know?

Implications of the Structural Change

This structural change:

- a) removes the previous acknowledgment/ reference to the Community Plan Outcomes and replaces them with Corporate Plan Outcomes
- b) removes the connection/ reference to the Community Priorities and does not replace them
- c) removes the Strategies (and it would seem, notionally replaces them with 'Our Commitment' statements)
- d) denotes responsibility through 'Key Council service areas'- an element currently found in Council's Operational Plan.

By removing the numbered Strategies, Council will no longer be able to track its performance over time against the Outcomes of the Community Plan.

Council's Operational Plan will have to be rewritten to reflect the new 'Our Outcomes By 2020' statements and perhaps, the 'Our Commitments' statements and **all previous connectivity will be lost.**

The changes to the narrative and structure will:

1. require a complete restructuring/ reformatting of Council's Operational Plan
2. in turn, require a restructuring of Council's budget format
3. destroy the 'line of sight' accountability currently in place and available to Council and the community
4. destroy capacity to track Council's performance over time and render redundant the performance data resulting from the 2012/13 and 2013/14 (and presumably the 2014/15) financial years.

In addition we note that among the structural changes, the Draft Corporate Plan 2015-20 has entirely omitted the ninth outcome statement of the current Corporate Plan, that is –

9. An efficient and effective organisation

This outcome responds to the following Community Priorities:

- engaging communities,
- developing leadership
- demonstrating accountability.

Accordingly this outcome is embedded in/ forms part of the 2013/14 Operational Plan.

Change required to the Draft Corporate Plan

To ensure continuity, clarity, transparency and ongoing and meaningful performance assessment, the narrative and structural hierarchy of the Redland City Council Corporate Plan 2010-15 (including the ninth outcome ‘An efficient and effective organisation’) must be reinstated, ie –

Vision (*Corporate*)
Mission (*Corporate*)
Values (*Corporate*)
Outcomes (*from Community Plan*)
Community Priorities (*from Community Plan*)
Strategies (*numbered*)
Performance Indicators

SECTION B: COMMENTS ON CONTENT

Vision

The revised Vision statement ‘Forward thinking, engaged and focused on enriching community lifestyles’ has deleted the previous reference to the natural environment, focussing solely on ‘community lifestyles’ and describing expected staff attributes.

This change has watered down the intent of the previous Vision and distanced it from the Community Plan.

Change required to the Draft Corporate Plan

Retain current Corporate Plan Vision or redraft to reflect a wider, more encompassing intent.

Our Mission

The Mission statement ‘Make a difference, make it count’ is glib and meaningless, more akin to a Coca Cola ad than the mission statement of a local government authority. .

Change required to the Draft Corporate Plan

Rewrite the Mission Statement to reflect the inspired intent of a local government authority in the 21st century.

Values

The draft Values **have omitted** previous references to:

- sustainability
- community engagement and leadership
- continuous improvement
- careful financial management
- being a transparent organisation
- treating people with respect and valuing diversity
- listening to the community and effectively engaging with them.

The draft Values now include platitudes:

- we take ownership of our responsibilities
- we will be better tomorrow than we are today

Change required to the Draft Corporate Plan

Rewrite the platitudes to properly reflect their intent and expand the Values statement to include the omitted references to sustainability, community engagement and leadership, continuous improvement, careful financial management, transparency, treating people with respect and diversity, listening to the community and effectively engaging with them.

Performance management

We note that the Performance Management statement which appears on page 10 of the current Corporate Plan 2010-15 has been omitted. This statement reflects Council's commitment to regular and transparent reporting against performance indicators and must be reinstated.

Note: The critical need to retain the **narrative and structural hierarchy** of the Redland City Council Corporate Plan 2010-15 as detailed previously (refer Section A: Comments on structural changes) is further illustrated in the Performance Management statement below.

Change required to the Draft Corporate Plan

Reinstate the Performance Management statement, that is –

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.

The Eight (Community Plan Outcome) Statements

As noted previously, the Draft Corporate Plan 2015-20 no longer refers to the eight (8) Community Plan Outcomes as outcomes per se, instead showing them as numbered headings and associated header statements, ie –

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

With respect to the draft content supporting each of the eight, we make the following comments and recommendations.

1. There is an absence of or vastly diminished emphasis on:

- leadership on issues such as population growth, climate change, renewable energy and greenhouse gas emissions
- leadership and participation in the population growth debate at a national, state and regional level

Defining the limits of population growth is a key focus in the Redlands 2030 Vision statement; it is essential for safeguarding the Redlands quality of life / achieving Vision outcomes.

Change required to the Draft Corporate Plan

An emphasis on:

- leadership on issues such as population growth, climate change, renewable energy and greenhouse gas emissions
- leadership and participation in the population growth debate at a national, state and regional level

should be returned/ written into the Draft Corporate Plan.

2. Performance Indicators as written are generally ineffective , representing an eclectic mix of statements, platitudes, indicators and measures.

Change required to the Draft Corporate Plan

Reinstatement of the narrative and structural hierarchy of the Redland City Council Corporate Plan 2010-15 (including the ninth outcome 'An efficient and effective organisation' and Performance Indicators), ie –

Vision (*Corporate*)
Mission (*Corporate*)
Values (*Corporate*)
 Outcomes (*from Community Plan*)
 Community Priorities (*from Community Plan*)
 Strategies (*numbered*)
 Performance Indicators

3. An emphasis on development has been introduced to the Corporate Plan narrative and is now found throughout the document; this is unwarranted and such references should be removed, particularly in the context of development or commercial opportunities in natural/ conservation/ environmental areas.

Change required to the Draft Corporate Plan

Unwarranted references to development, particularly in the context of development or commercial opportunities in natural/ conservation/ environmental areas should be removed from the Draft Corporate Plan.

We thank you for the opportunity to comment.

Yours sincerely



Lavinia Wood

on behalf of

Community Alliance for Responsible Planning (CARP) Redlands Inc