











# **REDLANDS 2030 COMMUNITY PLAN**




## **Monitoring and Review Report**

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**Period: July 2010 – June 2012**

**Table 1: Redlands 2030 Community Plan Outcomes – Summary of Progress 2010 - 2012**

| Outcomes                                   | R2030 Outcome Priorities                                | Summary of Progress (review of R2030 Outcomes, Priorities and Goals) 2010 – 2012  | Indicator   |
|--|---|---|---|
| <b>1. Healthy Natural Environment</b>      | 1.1 Maintaining unique biodiversity                     | • Waterway health is stable. Habitat programs underway. Relevant policies and strategies due for review.  |    |
|  | 1.2 Protecting, restoring and enhancing the environment | • Implementing strategy to manage Council's conservation estate. Koala populations declining. Koala Conservation strategy and policy due for review.  |   |
|  | 1.3 People supporting the environment                   | • Progress in education, community involvement, landfill remediation, and networks (Seven C's breakthrough).  |   |
| <b>2. Green Living</b>                     | 2.1 Making green choices the norm                       | • Progress in school education programs, community gardens, green transport options, climate change preparedness and reducing environmental nuisance. Limited progress in long-term behavioural change. |    |
|  | 2.2 Managing our resources sustainably                  | • Considerable progress and savings in management of Council resources and progress in community waste management programs. Environmental charge policies and strategies will be reviewed.              |   |
| <b>3. Embracing the Bay</b>                | 3.1 Protecting the bay                                  | • Landmark Waterfront Parklands largely completed. New State Government impacting on NSI Vision.  |    |
|  | 3.2 Making the bay accessible                           | • Coastal planning under review. State Government controls marine parks.  |   |
|  | 3.3 Living sustainably on the islands                   | • Some progress on SMBI strategy, island infrastructure and activities. Weinam Creek car park unresolved.   |   |
| <b>4. Quandamooka Country</b>              | 4.1 Supporting Aboriginal customs                       | • Negotiation and implementation of ILUA.   |    |
|  | 4.2 Strengthening reconciliation through partnerships   | • Heads of Agreement (State ILUA) and Council ILUA implementation. Partnership projects undertaken.   |   |
|  | 4.3 Sharing and Educating                               | • Minjerriba Knowledge Centre breakthrough needs monitoring. Film projects completed.   |   |
| <b>5. Wise Planning and Design</b>         | 5.1 Strengthening physical character and heritage       | • RPS 2015 will consider settlement patterns, rural land, bayside development and character. Projects for residential design guidelines, coastal processes and heritage conservation not funded.        |    |
|  | 5.2 Planning for a liveable city                        | • RPS 2015 informed by Sustainable Redlands Study, policies and projects e.g. housing strategy, social infrastructure policy, design guidelines.  |   |
|  | 5.3 Prioritising public infrastructure                  | • Progress in infrastructure projects.  |   |
|  | 5.4 Maximising green spaces                             | • Progress in park projects, landscaping and master plan implementation.  |   |
| <b>6. Supportive Vibrant Economy</b>       | 6.1 Promoting a self sufficient economy                 | • Limited progress - new economic development strategy is critical.   |   |
|  | 6.2 Growing local jobs                                  | • Limited progress - economic development strategy and RPS 2015 will support. Social enterprises supported.   |   |
|  | 6.3 Developing skills                                   | • Support for local businesses and training but Increasing Education Options breakthrough project not on track.   |   |
|  | 6.4 Strengthening the tourism industry                  | • Tourism strategy being implemented. New economic development strategy will support new tourism directions   |   |
| <b>7. Strong and Connected Communities</b> | 7.1 Building community spirit and belonging             | • Projects to foster equality, inclusion, record history, hold festivals and support young people. Youth Enterprise Centre needs monitoring.  |  |
|  | 7.2 Safeguarding community wellbeing                    | • Projects supporting social infrastructure, safety, health, ageing and Indigenous people. Southern Redlands Health & Wellbeing Centre on hold. Disaster/emergencies priority not in R2030.             |   |
|  | 7.3 Building on local strengths                         | • Progress in Sports Redlands. Community grants program funded 459 grants over 2 years.   |   |
| <b>8. Inclusive and Ethical Governance</b> | 8.1 Engaging communities                                | • Review of progress of engagement strategy including breakthrough project and Redlands Pulse.  |  |
|  | 8.2 Developing leadership                               | • Leadership development program underway. Limited formal processes for stakeholder partnerships. No focus on stronger community governance. Some progress in responding to community goals.            |   |
|  | 8.3 Demonstrating accountability                        | • Good management of funds prioritised by Back to Basics policy. Progress on accountability and transparency. R2030 Community Committee breakthrough to be addressed in 2012/2013.                      |   |

Key:  **Progressing well, meeting objectives, on budget, on time**  **Progressing but requires monitoring**  **Caution, not meeting planned objectives, needs focused attention**

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# **REDLANDS 2030 COMMUNITY PLAN**

## **Monitoring and Review Report July 2010 – June 2012**

### **PURPOSE**

The purpose of this report is to:

- identify activities undertaken by Council that have contributed towards Redlands 2030 outcomes,
- highlight tangible benefits resulting from activities,
- provide an assessment of Council's progress in achieving a 20 year vision.

### **BACKGROUND**

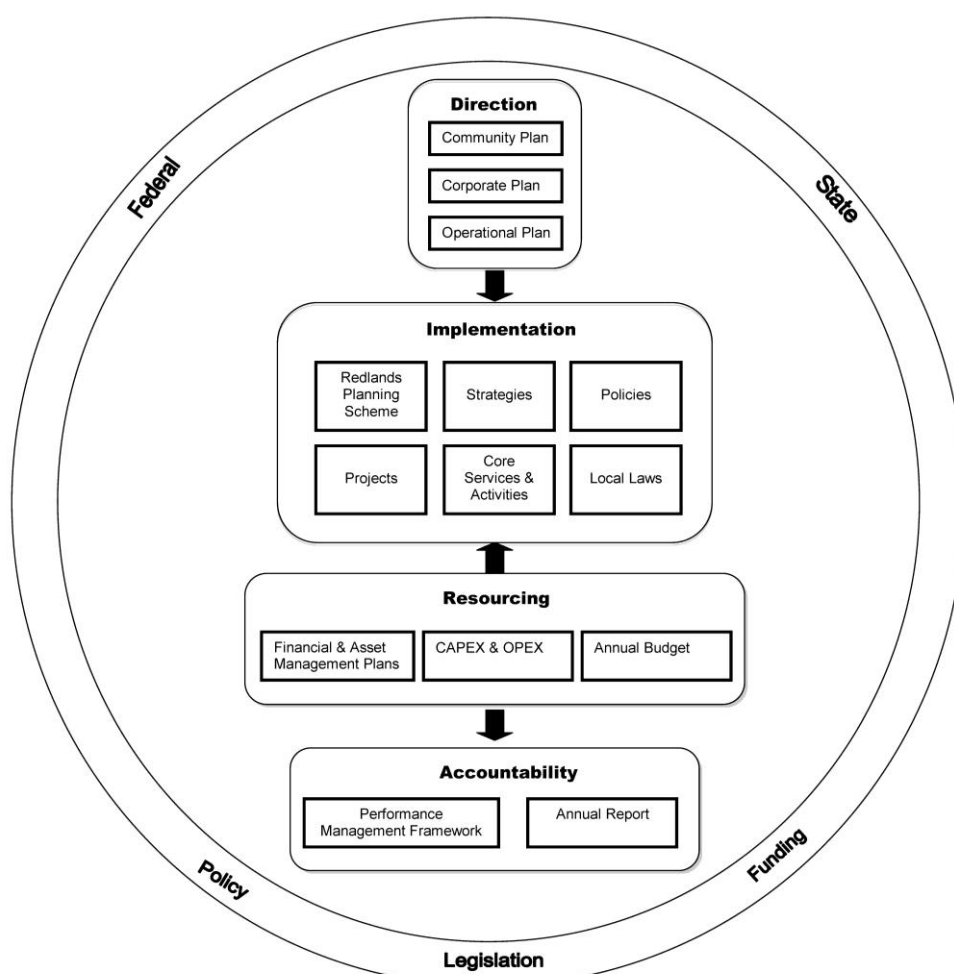
Under the existing *Local Government Act 2009* the Community Plan “*outlines the local government's goals, strategies and policies for implementing the local government's vision for the future of the local government area, during the period covered by the plan*”. LGA09 S104 (4).

The Redlands 2030 Community Plan, adopted by Council in April 2010, is a ten year plan which articulates a 20 year vision for the Redlands. The plan specifies eight outcomes – Healthy Natural Environment, Green Living, Embracing the Bay, Quandamooka Country, Wise Planning and Design, Supportive Vibrant Economy, Strong and Connected Communities, and Inclusive and Ethical Governance. Each outcome has breakthrough projects, priorities, goals and progress indicators.

This report identifies Council drivers that contribute to achieving each outcome and assesses the progress of each outcome. Table 1 provides a summary of progress for the first two years of Redlands 2030 ten year plan. A more detailed overview is provided in the Monitoring and Review Report.

### **DELIVERY OF REDLANDS 2030 COMMUNITY PLAN**

Redlands 2030 Community plan is delivered through a whole of Council strategic planning, financial and operational framework as illustrated in Figure 1. This framework contains ongoing community engagement and operates in the context of Federal and State policy, legislation and funding decisions.



**Figure 1:**  
**Redland City Council**  
**implementation of**  
**Redlands 2030**  
**Community Plan**

## REVIEW METHODOLOGY

In preparing this Monitoring and Review Report 2010-2012 Council has:

- developed a policy and strategy map,
- reviewed implementation of Operational Plan projects,
- reviewed cancelled Operational Plan projects (see Attachment A),
- reviewed corporate reports (e.g. Annual Report, Quarterly Operational Plan Reports, City Services Monthly Reports, Economic Development Program CEO Review),
- reviewed results of Council's Community Satisfaction Survey (2010)
- consulted with the Executive Leadership Group, Senior Managers and key officers.

For efficiency some Council activities were excluded from this review: Capital Works Ten Year Program; detailed internal cross-Council consultation; core businesses and services reviews; and long-term progress indicators specified in the Redlands 2030 Community Plan.

This report is complemented by the *Breakthrough Projects Progress Report July 2010 to June 2012* and *Policy and Strategy Map July 2010 to November 2012*.

## FINDINGS

### **Progress on Redlands 2030 Community Plan Outcomes, Priorities, Goals and Breakthrough Projects**

Council's Corporate Planning process identifies priorities and strategies within a five year cycle. The Back to Basics priorities are readily identified in Redlands 2030 and should be strategically aligned and communicated more broadly via the Corporate and Operational Plans and budget processes.

While significant progress has been demonstrated in many outcome areas, progress has slowed on some goals, priorities and outcomes due to the cancellation of projects (shown in Attachment A). On the other hand, some officers have found ways to continue to deliver by looking for alternative actions or new opportunities within budget constraints.

Priorities that require new or renewed focus include koala policy and strategy, Toondah Harbour and Weinam Creek infrastructure, economic development and CBD activation, emergency management, youth strategy, community partnerships, governance, strategic planning and accountability.

### **Policies and Strategies**

The *Policy and Strategy Map July 2010 to November 2012* shows that Council has developed new policies and strategies to support Redlands 2030 outcomes. However there are other unlinked policies and strategies that may be obsolete. Some policies are linked to other statutory requirements, such as the *Local Government Act 2009*, *Building Act 1975*, etc. The map has identified the need to monitor the actual implementation of policies and strategies to see if Council is achieving its public commitments. Information on the implementation of policies and strategies should be provided to inform future strategic planning and alignment. There is also the opportunity for efficiency gains by establishing a new strategic priorities framework and reducing the overall number of policies and strategies.

### **Cross-Council coordination and implementation**

Delivery of Redlands 2030 outcomes is being achieved through a range of Council activities that are managed by various departments. Improved collaboration across Council would deliver better customer service and more effective outcomes.

Progress on some outcomes may be enhanced if Council designates responsibility for achieving outcomes and goals to specific departments. For example, there is currently no department responsible for achieving Outcome 2 - Green Living, or to give another example, Outcome 6 - Supportive Vibrant Economy Goal 13: Diverse Tourism Accommodation.


### **Engagement**

The Redlands 2030 Community Plan has the potential to encourage partnership opportunities with government, business and the community. The results achieved over the last two years have been primarily from Council's own delivery rather than external partnerships with private enterprise and community organisations.

As part of the R2030 Monitoring and Review, Council will undertake drill down engagement with the community on the results of the review and on priority projects that have emerged from the process. The priority projects directly align to the Community Plan and the current Council's strategic agenda. To improve the productivity of the R2030 Community Committee breakthrough project, engagement will be open to all residents rather than a select group.


## R2030 Outcome 1 - Healthy Natural Environment

|                     |   |
|---------------------|---|
| R2030<br>Priorities | 1.1 Maintaining unique biodiversity                     |
|                     | 1.2 Protecting, restoring and enhancing the environment |
|                     | 1.3 People supporting the environment                   |

| R2030 Outcome 1 Drivers   | How has it made a difference? (if not, why not)   | R2030 priorities & goals - 2010 to 2012 progress  |
|---|---|---|
| <i>Redland City Council Corporate Plan 2010 – 2015</i>                          | Identifies 6 priority strategies and stipulates 8 performance indicators.   |  <p><b>Progressing but needs monitoring</b></p> <ul style="list-style-type: none"> <li>• <b>Priority 1.1 summary:</b> <ul style="list-style-type: none"> <li>- Environmental monitoring conducted.</li> <li>- Waterway health is stable.</li> <li>- Biodiversity and vegetation enhancement policies and strategies will be reviewed.</li> <li>- Habitat programs underway.</li> </ul> </li> <li>• <b>Priority 1.2 summary:</b> <ul style="list-style-type: none"> <li>- Koala numbers declining. Listed as vulnerable (Federal Government).</li> <li>- Koala preservation and waterways recovery policies and strategies due for review.</li> <li>- Conservation estate being managed.</li> </ul> </li> <li>• <b>Priority 1.3 summary:</b> <ul style="list-style-type: none"> <li>- Breakthrough project progressing well with trails and cycling networks being created</li> <li>- Landfill projects underway.</li> <li>- Programs delivered for community education and involvement.</li> </ul> </li> </ul> |
| <b>Breakthrough projects</b>  |   |   |
| The Seven Cs Project (including associated strategy)                            | Key aspects of network included in <i>Draft Open Space Strategy</i> , informs Redlands Planning Scheme review (RPS 2015) and other planning.  |   |
| <b>Strategies adopted 2010-2012</b>   |   |   |
| <i>Redland City Council's Conservation Land Management Strategy 2010</i>        | Informs management of Council's conservation estate over 10 years and beyond.   |   |
| <b>Policies adopted 2010-2012</b>   |   |   |
| <i>Landfill Remediation Separate Charge</i>                                     | Confirms scope of expenditure of levy on closed landfill remediation, reduces risk.   |   |
| <b>Operational Plan Projects completed 2010/2011</b>                            |   |   |
| Species corridor mapping  | Increased knowledge of local species and delivered specialist services.   |   |
| Establish an arboreal service   |   |   |
| Pest management plan  | Monitored the local environment and implemented management activities.  |   |
| Nutrient hotspot monitoring on Southern Moreton Bay Islands (SMBI)              |   |   |
| Council's conservation estate data  |   |   |
| <b>Operational Plan Projects completed 2011/2012</b>                            |   |   |
| Waterways Recovery Report   | Monitored water quality in freshwater creeks.   |   |
| Tree planting - koala habitat and other trees (2010 – 2012)                     | Monitored the environment and implemented activities to support koala populations and healthy waterways. Over 2,800 koala food trees planted and approximately 32,100 habitat plantings (9,4015m <sup>2</sup> of habitat land purchased). |   |
| Koala count-Thorneside, Cleveland, Ormiston, North Stradbroke Island (NSI)      |   |   |
| Koala count in specific suburbs (2010 – 2012); Koala website (2010 – 2012)      |   |   |
| Nutrient monitoring of lakes and dams   |   |   |
| Judy Holt Park eastern batter remediation plan                                  | Implemented landfill and land management projects   |   |
| Rehabilitate Redland Bay landfill; Macleay Island landfill and transfer station |   |   |
| Audit closed landfills, including risk analysis                                 |   |   |
| Natural environment data system   |   |   |
| Land holding – review and acquisitions  |   |   |
| Dam management advice to landholders  | Educated and encouraged the community to actively participate.  |   |
| Wildlife friendly backyard (2010 – 2012)  |   |   |
| Participate in Healthy Waterways Partnership (2010 – 2012)                      |   |   |
| <b>Other initiatives</b>  |   |   |
| Environmental Education (Indigiscapes environmental education centre)           | 55,000 visitors annually, 45 bush care sites (350 volunteers), habitat protection sites, school education, wildlife officers' ambulance and care.   |   |
| 4C's (Cross Council Coordinated Communication)                                  | Internal coordination to implement education activities.  |   |
| Healthy Natural Environment Report  | Will be replacing State of the City Report.   |   |
| Redland Track Park Concept and Development Plan                                 | Master plan being implemented.  |   |

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| R2030<br>Priorities | 2.1 Making green choices the norm      |
|                     | 2.2 Managing our resources sustainably |

## R2030 Outcome 2 – Green Living


| R2030 Outcome 2 Drivers   | How has it made a difference? (if not, why not)  | R2030 priorities & goals - 2010 to 2012 progress   |
|---|--|--|
| <i>Redland City Council Corporate Plan 2010 – 2015</i>  | Identifies 9 priority strategies and 8 performance indicators.   |  <p><b>Progressing well, meeting objectives, on budget, on time</b></p> <ul style="list-style-type: none"> <li>• <b>Priority 2.1 summary:</b> <ul style="list-style-type: none"> <li>- Limited projects focusing on long-term behavioural change and a culture of sustainability.</li> <li>- Climate change strategy being implemented.</li> <li>- Projects addressing environmental nuisance completed.</li> <li>- Breakthrough projects completed.</li> <li>- Green transport projects underway. RPS 2015 will support.</li> </ul> </li> <li>• <b>Priority 2.2 summary:</b> <ul style="list-style-type: none"> <li>- Significant cost savings from managing Council waste, water and energy consumption.</li> <li>- Community waste management programs underway.</li> <li>- Sub-tropical design guidelines (linked also to Outcome 5) not funded (2011/12).</li> <li>- Environmental charge policies and strategies will be reviewed.</li> </ul> </li> </ul> |
| <b>Breakthrough projects</b>  |  |  |
| Green Lane Diaries  | 5 schools participated in education program.   |  |
| Growing Community Gardens (including associated strategy)   | 4 community gardens supported.   |  |
| <b>Strategies adopted 2010-2012</b>   |  |  |
| <i>Sustainable Resources from Waste Plan: Waste Management Strategic Plan (May 2010)</i>  | Programs and projects implemented that increase waste management and recycling efficiencies e.g. wheelie bin menu program which won 2 awards. Overall 4% decrease in wastestream and 4% increase in resource recovery in 2011.   |  |
| <i>Confronting Our Climate Future: A strategy to 2030 for Redland City to reduce greenhouse gas emissions, respond to climate change, achieve energy transition (August 2010)</i> | Identified actions for mitigation, adaptation and energy transition. Strategy being implemented across Council.  |  |
| <b>Policies adopted 2010-2012</b>   |  |  |
| <i>Corporate Climate Change Policy</i>  | Increased Council's preparedness for potential adverse impacts of climate change.  |  |
| <b>Operational Plan Projects completed 2010/2011</b>  |  |  |
| Community assistance grants; Runnymede project business plan  | Supported a 'go local' community approach.   |  |
| Crime prevention through environmental design   | Developed safe, better routes for walking and cycling.   |  |
| Wheelie bin downsize trial incentive program; Giles Road landfill master plan   | Implemented waste management plans and programs.   |  |
| <b>Operational Plan Projects completed 2011/2012</b>  |  |  |
| Council local law review  | Streamlined Council's legislative framework and conducted inspections.   |  |
| Monitor/evaluate risks from environment activities (Council licensing system)   |  |  |
| Paths and trails program; Cycleway trunk infrastructure program   | Increased public transport options by developing and improving infrastructure, planning for green transport, services and educating the community. Paths and trails identified in 7Cs Strategy have been mapped, GIS layer created and standards are being identified. |  |
| TravelSmart program (schools bicycle education); NSI holiday bus program  |  |  |
| Bus stop and station infrastructure improvements  |  |  |
| Disability Discrimination Act Program (marine structures)   |  |  |
| "Rethink your rubbish" campaign   | Implemented waste management programs.   |  |
| 10 year public place recycling infrastructure implementation plan   |  |  |
| Terms of reference for waste management infrastructure upgrade  |  |  |
| Electronic waste recycling trial – Redland Bay and Birkdale transfer stations   |  |  |
| Reduction in Council electricity use; Workplace recycling assessment  | Reduced Council costs through sustainable practices and monitoring e.g. 2011/12 electricity saving (occupied buildings) was 6.72% exceeding annual target of 5%.   |  |
| Water efficiency management plans   |  |  |
| <b>Other initiatives</b>  |  |  |
| Council's Fleet Plant and Equipment   | Lower emissions, savings on cost per unit achieved through using cost-effective emerging technologies and cars that adhere to industry regulations.  |  |
| Procurement processes   | Increased life-cycle of assets through recycling and consideration of life-cycle costs.  |  |
| * Council won the Keep Australia Beautiful Queensland award two years out   | Reflects Council's progress in waste management, water and energy efficiency.  |  |

|           |  |  |
|-----------|--|--|
| of three. |  |  |
|-----------|--|--|



## R2030 Outcome 3 – Embracing the Bay


|                     |                                       |
|---------------------|---------------------------------------|
| R2030<br>Priorities | 3.1 Protecting the bay                |
|                     | 3.2 Making the bay accessible         |
|                     | 3.3 Living sustainably on the islands |

| R2030 Outcome 3 Drivers   | How has it made a difference? (if not, why not)  | R2030 priorities & goals - 2010 to 2012 progress  |
|---|--|---|
| <i>Redland City Council Corporate Plan 2010 – 2015</i>  | Identifies 6 priority strategies and 5 performance indicators.   |  <p><b>Progressing but needs monitoring</b></p> <ul style="list-style-type: none"> <li>• <b>Priority 3.1 summary:</b> <ul style="list-style-type: none"> <li>- Coastal planning to be reviewed as part of RPS 2015.</li> <li>- State Government responsible for marine park management and preservation of marine environments.</li> <li>- Education program for property owners on waste water systems and disposal not funded (2011/12).</li> </ul> </li> <li>• <b>Priority 3.2 summary:</b> <ul style="list-style-type: none"> <li>- Breakthrough project largely completed.</li> <li>- Engaged State Government on NSI Vision.</li> </ul> </li> <li>• <b>Priority 3.3 summary:</b> <ul style="list-style-type: none"> <li>- SMBI 2030 progressing on track however financial strategy is critical.</li> <li>- Some island infrastructure and activities projects completed.</li> <li>- Transport infrastructure to and from islands not yet resolved.</li> </ul> </li> </ul> |
| <b>Breakthrough projects</b>  |  |   |
| Landmark Waterfront Parklands   | Upgraded parks to increase opportunities for business, tourism and public recreation at Cleveland Point, Wellington Point and Victoria Point.  |   |
| <b>Strategies adopted 2010-2012</b>   |  |   |
| <i>SMBI Planning and Land Use Strategy: A review of the past decade of planning for the Southern Moreton Bay Island by Redland City Council</i><br><i>SMBI 2030: A community plan to guide future planning by Redland City Council for the future of Southern Moreton Bay Islands (December 2011)</i> | The SMBI Plus Review identified the progress that Council has made in and commenced action on accomplishing the goals of the 1999 SMBI Plus. SMBI 2030 has identified further opportunities to address persistent SMBI issues through Council operational projects and government/business/community partnerships. |   |
| <b>Operational Plan Projects completed 2010/2011</b>  |  |   |
| National park on NSI  | Engaged with State Government regarding NSI Vision.  |   |
| NSI gorge walk funding  | Upgraded island infrastructure.  |   |
| Point Lookout community hall  |  |   |
| Phase 2 Kennedy's Farmhouse refurbishment, Russell Island site  |  |   |
| SMBI Community Advisory Committee   | Engaged SMBI community representatives.  |   |
| Bay Views Development Plan  |  |   |
| <b>Operational Plan Projects completed 2011/2012</b>  |  |   |
| Shoreline Erosion Management Plan for Amity Point   | Planned for management of coastal area.  |   |
| Russell Island Sports Park Development  | Upgraded island infrastructure and supported sport and recreation opportunities.   |   |
| Redlands Alive and Kicking Program  |  |   |
| Upgrade of Lamb Island barge ramp   |  |   |
| Community development, cultural and sport and recreation support and initiatives in SMBI  | Implemented further activities on SMBI.  |   |
| Thorlands Total Water Cycle Management Plan   | Changes to development assessment and conditions as a result of water sensitive urban design.  |   |
| Water sensitive urban design program  |  |   |
| <b>Other initiatives</b>  |  |   |
| Engage with State Government on NSI Vision  | Change of State Government – directions for NSI not yet set.   |   |
| Negotiated with Coordinator General's Office to take responsibility for managing Toondah Harbour project.   | Project being developed via the State.   |   |
| State Government election SMBI advocacy campaign.   | Change of State Government – directions for SMBI not yet set.  |   |
| SMBI Integrated Local Transport Plan (ILTP) and Weinam Creek car park upgrade   | SMBL ILTP is basis for Translink negotiations. Car park implementation plan rescinded. Weinam Creek parking issued unresolved.   |   |




## R2030 Outcome 4 – Quandamooka Country

|                     |   |
|---------------------|---|
| R2030<br>Priorities | 4.1 Supporting Aboriginal customs                     |
|                     | 4.2 Strengthening reconciliation through partnerships |
|                     | 4.3 Sharing and Educating                             |

| R2030 Outcome 4 Drivers  | How has it made a difference? (if not, why not)  | R2030 priorities & goals - 2010 to 2012 progress  |
|--|--|---|
| <i>Redland City Council Corporate Plan 2010 – 2015</i>   | Identifies 9 priority strategies and 3 performance indicators.   |  <p><b>Progressing well, meeting objectives, on budget, on time</b></p> <ul style="list-style-type: none"> <li>• <b>Priority 4.1 summary:</b> <ul style="list-style-type: none"> <li>- Council activities that demonstrate respect for the Quandamooka people.</li> <li>- ILUA signed in 2011 (Federal Court native title determination in July 2011).</li> </ul> </li> <li>• <b>Priority 4.2 summary:</b> <ul style="list-style-type: none"> <li>- Implementation of the ILUA and Heads of Agreement in the spirit of cooperation.</li> <li>- Projects to strengthen partnerships and work with Traditional Owners.</li> <li>- Indigenous landscape values forum not funded (2011/12).</li> </ul> </li> <li>• <b>Priority 4.3 summary:</b> <ul style="list-style-type: none"> <li>- Breakthrough project progressing on track.</li> <li>- Film projects completed.</li> </ul> </li> </ul> |
| <b>Breakthrough projects</b>   |  |   |
| Minjerriba Knowledge Centre  | Feasibility study outlines development options, funding and management. Endorsed as a key priority in Council documents.   |   |
| <b>Operational Plan Projects completed 2010/2011</b>   |  |   |
| ILUA mediation and court action negotiation  | Negotiated and mediated outcomes in the ILUA.  |   |
| ILUA negotiation with Traditional Owners   |  |   |
| Heritage study on SMBI   | Identified culturally significant sites on Council land and appropriate management.  |   |
| <b>Operational Plan Projects completed 2011/2012</b>   |  |   |
| Council's cultural buildings acknowledge the living culture of Quandamooka Country                                   | Implemented activities that demonstrate respect for the Quandamooka people.  |   |
| Council's website to include information on Quandamooka Country  |  |   |
| Quandamooka Plan (2010 – 2012)   | Implemented activities to strengthen cooperation and deliver on commitments in the Quandamooka Plan and the ILUA.  |   |
| Quandamooka Forum meetings   |  |   |
| Quandamooka Forum governance arrangements in light of the ILUA   |  |   |
| Approve the Native Title consent determination and ILUA  |  |   |
| Council deliver ILUA commitments   |  |   |
| Quandamooka stories film project   | Implemented activities to record and share Quandamooka stories.  |   |
| <b>Other initiatives</b>   |  |   |
| Raised Aboriginal flag in front of main Council building (Bloomfield St)   | Implemented activities that demonstrate respect for the Quandamooka people.  |   |
| Recently established role of Senior Advisor Aboriginal Partnerships  | Increased Councillors' and staff's awareness and knowledge of Aboriginal customs and develop projects and activities to deliver on statutory and policy commitments.                                     |   |
| Supported new Quandamooka film on native title and re-edit of existing films for public and commercial distribution. | Implemented activities to record and share Quandamooka stories.  |   |
| ILUA Heads of Agreement  | Participated in tripartite committee to progress statutory commitments.  |   |
| Transition of the management of camping grounds on NSI to local Aboriginal organisations                             | Process with Queensland State Government and Quandamooka Yoolburrabee Aboriginal Corporation (QYAC) and their business partners to develop management approach that is sustainable for all stakeholders. |   |


## R2030 Outcome 5 – Wise Planning and Design

|                     |   |
|---------------------|---|
| R2030<br>Priorities | 5.1 Strengthening physical character and heritage |
|                     | 5.2 Planning for a liveable city                  |
|                     | 5.3 Prioritising public infrastructure            |
|                     | 5.4 Maximising green spaces                       |

| R2030 Outcome 5 Drivers  | How has it made a difference? (if not, why not)   | R2030 priorities & goals - 2010 to 2012 progress   |
|--|---|--|
| <i>Redland City Council Corporate Plan 2010 – 2015</i>   | Identifies 13 priority strategies and 6 performance indicators.   |  <p><b>Progressing well, meeting objectives, on budget, on time</b></p> <ul style="list-style-type: none"> <li>• <b>Priority 5.1 summary:</b> <ul style="list-style-type: none"> <li>- RPS 2015 will consider goals for physical character and heritage. Projects for res. design guidelines, coastal processes, heritage not funded (2011/12).</li> </ul> </li> <li>• <b>Priority 5.2 summary:</b> <ul style="list-style-type: none"> <li>- Planning supported by breakthrough project, policies and projects.</li> <li>- Housing strategy.</li> <li>- Residents' satisfaction with management of growth, development and housing diversity</li> <li>- Redlands is a 'good place to live'</li> </ul> </li> <li>• <b>Priority 5.3 summary:</b> <ul style="list-style-type: none"> <li>- Infrastructure projects completed and/or under way.</li> </ul> </li> <li>• <b>Priority 5.4 summary:</b> <ul style="list-style-type: none"> <li>- Park projects.</li> <li>- Tree planting (linked also to Outcome 1). Landscaping and master plan implementation.</li> </ul> </li> </ul> |
| <b>Breakthrough projects</b>   |   |  |
| Sustainable Redlands Study   | Methodology and report completed to inform RPS 2015.  |  |
| <b>Strategies adopted 2010-2012</b>  |   |  |
| <i>Redlands Housing Strategy 2011 - 2031</i>   | Strategy adopted in March 2012 to inform RPS 2015.  |  |
| <b>Policies adopted 2010-2012</b>  |   |  |
| <i>Public Art Policy</i>   | Facilitates the acquisition and management of public art.   |  |
| <i>Corporate Southern Moreton Bay Island's Land Exchange Policy</i>  | Specifies assessment considerations for land exchange requests.   |  |
| <i>Corporate Sustainable Population Management Policy</i>  | Informs planning strategies by outlining Council's position on managing growth.   |  |
| <i>Local Area Traffic Management Policy</i>  | Specifies criteria and constraints for Local Area Traffic Management.   |  |
| <b>Operational Plan Projects completed 2010/2011</b>   |   |  |
| Review Asset Management Plans for drainage, roads, marine, infrastructure                                    | Managed existing infrastructure.  |  |
| Tall weeds and mowing of parks program   | Maintained parks and planned for park upgrades.   |  |
| Mount Cotton, Redland Bay, Victoria Point park concepts; Russell Island and Macleay Island park master plans |   |  |
| <b>Operational Plan Projects completed 2011/2012</b>   |   |  |
| NSI land use studies of Native Title 'land bank' and township local area plans                               | Information supported a joint State Government, Quandamooka, Council committee.   |  |
| Kinross Road Structure Plan  | Reviewed, developed and implemented plans to support and advocate for liveable communities, housing options and vibrant commercial centres.           |  |
| Participate in growth management policy development (2010 – 2012)  |   |  |
| RPS - review, framework, priority infrastructure plan  |   |  |
| Map storm surge levels; Reform resident development application process                                      |   |  |
| Translation of Redland City Centres and Employment Strategy  |   |  |
| SMBI Integrated Local Transport Plan   | Planned, provided and advocated for public infrastructure and facilities to keep pace with demand including SMBI social and transport infrastructure. |  |
| Redlands Transport Plan review including Pedestrian and Cycle Strategy                                       |   |  |
| Infrastructure Management Plans review; Capital Works prioritisation review                                  |   |  |
| Develop new divisional infrastructure program  |   |  |
| Priority social infrastructure projects (under Social Infrastructure Strategy)                               |   |  |
| SMBI parks acquisition review; Annual parks master planning delivery   | Planned and managed park upgrades.  |  |
| <b>Other initiatives:</b>  |   |  |
| South East Thornlands Structure Plan   | Developed and implemented plans to guide infill development.  |  |
| Asset Management Plans   | Provided plans for Council assets and services management and implementation  |  |
| Priority Infrastructure Plan   | State Government signed off in 2012 however cap on infrastructure charges will impact significantly on timing and standards of delivery.              |  |

## R2030 Outcome 6 – Supportive Vibrant Economy


|                     |   |
|---------------------|---|
| R2030<br>Priorities | 6.1 Promoting a self sufficient economy |
|                     | 6.2 Growing local jobs                  |
|                     | 6.3 Developing skills                   |
|                     | 6.4 Strengthening the tourism industry  |

| R2030 Outcome 6 Drivers   | How has it made a difference? (if not, why not)   | R2030 priorities & goals - 2010 to 2012 progress   |
|---|---|--|
| <i>Redland City Council Corporate Plan 2010 – 2015</i>  | Identifies 6 priority strategies and 3 performance indicators.  |  <p><b>Caution not meeting planned objectives, budget or time.</b></p> <ul style="list-style-type: none"> <li>• <b>Priority 6.1 summary:</b> <ul style="list-style-type: none"> <li>- Cleveland/Capalaba Hearts not on track.</li> <li>- No projects for R2030 priority businesses however Business Grow offers support.</li> <li>- Economic development strategy is critical</li> <li>- Council review of school-aged care will consider broader impacts.</li> <li>- Digital economy strategy not completed.</li> </ul> </li> <li>• <b>Priority 6.2 summary:</b> <ul style="list-style-type: none"> <li>- Economic development strategy and RPS 2015 will support job goals.</li> <li>- Some social enterprises supported.</li> </ul> </li> <li>• <b>Priority 6.3 summary:</b> <ul style="list-style-type: none"> <li>- Some projects for local business and training</li> <li>- Increasing Education Options not on track (tertiary institutions approached - Redlands did not meet criteria).</li> <li>- No marine research centre project.</li> </ul> </li> <li>• <b>Priority 6.4 summary:</b> <ul style="list-style-type: none"> <li>- Tourism strategy being</li> </ul> </li> </ul> |
| <b>Breakthrough projects</b>  |   |  |
| Revitalising Cleveland and Capalaba Hearts  | Master Plans adopted. New economic development strategy is critical.                                      |  |
| Increasing Education Options  | MOU with TAFE–35 businesses involved; Support for training group - placed approximately 1,850 students    |  |
| <b>Strategies adopted 2010-2012</b>   |   |  |
| <i>Tourism Strategy for the Redlands 2010 – 2014</i>  | Identified 12 key projects, consulted with industry, priorities measured and on track.                    |  |
| <i>Redland City Centres &amp; Employment Strategy</i> (September 2010)  | Implementation project conducted. Analysed development needed to support employment targets.              |  |
| <b>Policies adopted 2010-2012</b>   |   |  |
| <i>International Policy – Strategic Economic and Community Relationships</i>  | Specifies commitment to developing relationships for economic, community benefits                         |  |
| <i>Tourism Development Policy; Economic Development Policy</i>  | Will be reviewed as part of development of new economic development strategy.                             |  |
| <b>Operational Plan Projects completed 2010 - 2012</b>  |   |  |
| Promote Redlands as a key filming destination, processing of applications   | Processed film permits from 2011 - expedited permits, rapport with film developers                        |  |
| Business Grow business mentoring and advice   | Business Grow assisted over 2,000 businesses.   |  |
| Undertake Business development workshops  | Workshops - approximately 600 businesses benefited.   |  |
| Eco-man program for local high schools  | Ecoman – 10 schools participating over 2 years, increased rapport with schools.                           |  |
| Promote training and business development workshops with Education Qld, Metropolitan South Institute of TAFE (MSIT) and other tertiary institutions | MSIT - key partnerships formed and workshops delivered with good participation.                           |  |
| Market the region   | Marketed unique selling points – led to increased exposure, visitation                                    |  |
| Tourism visitation research   | Findings – over 1 million visitors, over 4,000 tourism related jobs in the Redlands                       |  |
| China Trade and Investment Office   | Assisted businesses, including List Premier (\$5m contract led to more employment)                        |  |
| <b>Other initiatives</b>  |   |  |
| Hosted international visits from schools, delegations and government officials  | Strengthened international relationships  |  |
| Part 1 Visitor Centre review and visitor centre co-located with Indigiscapes  | Delivered services to promote and support tourism.  |  |
| Digital Economy Strategy Councillors Workshop   | Informed Councillors but strategy not completed.  |  |
| Supported the Redlands Retail and Business Awards. Worked in partnership to deliver the Moreton Bay and Islands Tourism Awards                      | Supported and built partnerships with local businesses.   |  |
| Tourism Summit 2011 and 2012  | Provided education and development whilst focusing on sustainability                                      |  |
| Support for social enterprises  | 6 social enterprises engaged to deliver services (social enterprise procurement strategy to be developed) |  |

|  |  |                      |
|--|--|----------------------|
|  |  | implemented on track |
|--|--|----------------------|

## R2030 Outcome 7 – Strong and Connected Communities

|                     |   |
|---------------------|---|
| R2030<br>Priorities | 7.1 Building community spirit and belonging |
|                     | 7.2 Safeguarding community wellbeing        |
|                     | 7.3 Building on local strengths             |

| R2030 Outcome 7 Drivers  | How has it made a difference? (if not, why not)  | R2030 priorities & goals - 2010 to 2012 progress   |
|--|--|--|
| <i>Redland City Council Corporate Plan 2010 – 2015</i>   | Identifies 10 priority strategies and 6 performance indicators.  |  <p><b>Progressing well, meeting objectives, on budget, on time</b></p> <ul style="list-style-type: none"> <li>• <b>Priority 7.1 summary:</b> <ul style="list-style-type: none"> <li>- Projects to foster equality and inclusion, record stories, hold festivals and events and support young people.</li> <li>- Breakthrough project for Youth Enterprise Centre delivered youth space but Federal funding has ceased.</li> <li>- RPS 2015 will support distinctive character (sense of place).</li> </ul> </li> <li>• <b>Priority 7.2 summary:</b> <ul style="list-style-type: none"> <li>- Projects for social infrastructure, safety, health, ageing well and Indigenous people.</li> <li>- Strategy for housing (linked also to Outcome 5).</li> <li>- Indoor facilities study by community organisations not funded (2011/12).</li> <li>- Disaster/emergencies are emerging priority not specified in R2030.</li> </ul> </li> </ul> |
| <b>Breakthrough projects</b>   |  |  |
| Southern Redlands Health & Wellbeing Centre  | Business plan identified options for development and public-private partnerships.  |  |
| Youth Enterprise Centre  | Delivered a youth space project in Capalaba.   |  |
| <b>Strategies adopted 2010 - 2012</b>  |  |  |
| <i>Redland Community Physical Activity Strategy</i> (March 2011)   | Endorsed <i>Sport Redlands</i> as mechanism for coordination and promotion.  |  |
| <i>Redlands Netball Strategy 2011 – 2021</i>   | Provides plans for improved facilities, increased participation, player development  |  |
| <i>Community Safety Strategy 2011</i>  | Targets and strengthens Council's response to safety issues.   |  |
| <i>Redland City Council Community Halls: Strategic Development Plan for Community Facilities Plan and Report</i> (August 2010) | Provided plan for 16 Council halls including operations, marketing and potential disposal/re-use.  |  |
| <b>Policies adopted 2010 - 2012</b>  |  |  |
| <i>Community Halls and Precincts Policy</i>  | Outlines Council's commitment to providing and managing community hall assets.   |  |
| <i>Child and Youth Friendly Redlands Policy</i>  | Outlines Council's commitments to child and youth friendly policies and programs.  |  |
| <i>Library Policy</i>  | Outlines Council's commitments to the provision of library services.   |  |
| <b>Operational Plan Projects completed 2010/2011</b>   |  |  |
| Youth activities and skate park activation; Netball and cricket strategies   | Planned to develop social, sport and recreation infrastructure and facilities.   |  |
| Site plans for five locations to create supportive and connected places  |  |  |
| Identify unknown graves (Dunwich Cemetery)   | Implemented activities to acknowledge Redland's history and heritage.  |  |
| Community engagement for historical sites  |  |  |
| Respite, home assist secure programs; Advisory Group (senior's issues)   | Implemented programs and activities to foster equality and inclusion.  |  |
| Child Friendly Cities Project; Active After School Communities program   |  |  |
| Southern Redlands, SMBI and Mount Cotton social infrastructure initiatives   | Reviewed provision of accessible facilities, services and networks and developed appropriate responses.  |  |
| Department of Communities service mapping on SMBI  |  |  |
| Implement Redland City Library Service strategy  |  |  |
| Community Development Officer South role   | Delivered activities in 2010/11 but position ceased as result of restructuring.  |  |
| Environmental Health Future Directions study   | Planned activities and services that safeguard community wellbeing.  |  |
| Sport and recreation clubs capacity support  | Provided resources for local clubs and organisations.  |  |
| Strengthening community networks   |  |  |
| Local Disaster Management Group meetings; Tsunami event planning   | Reviewed Redlands' preparedness for disasters and emergencies.   |  |
| <b>Operational Plan Projects completed 2011/2012</b>   |  |  |
| Redlands Sports Summit   | Delivered social, sport and recreation activities and engaged with diverse stakeholders such as young people, schools, non-government organisations and sporting groups. |  |
| Engage young people in programs to promote positive behaviour and healthy activities   |  |  |
| Implementation plans for Redlands Alive and Kicking and Sport Redlands   |  |  |
| Master plan programs for five sport recreation and community precincts   |  |  |


| Operational Plan Projects completed 2011/2012  |   |
|--|---|
| Sponsorship program for delivery of community based festivals and events   | Implemented a range of cultural activities and networks.  |
| Redlands Performing Arts Centre (RPAC) Annual Programs; Partner with Creative Alliance Network; Redland Art gallery exhibition and workshops |   |
| Support museum organisations to develop strategic and business plans   |   |
| Seniors Concert series at RPAC; Youth week; Young Citizens Program; Traineeships; Deliver quality school age care (2010 – 2012)              | Implemented a range of activities and support services to foster equality, inclusion and support ageing well. |
| Adult literacy in libraries; Library programs for people with disabilities   |   |
| Provide info to assist seniors to live independently; Community networks   |   |
| Provide library services to aged care facilities and aged home bound clients   |   |
| Provide quality respite services and home assist secure programs   |   |
| Community Amenities Review (toilet blocks); Implement community halls review; SMBI local social infrastructure strategy                      | Reviewed provision of accessible facilities, services and networks and developed appropriate responses.       |
| Health and wellbeing hub in Southern Redlands  | Planned and implemented a range of activities and services that safeguard community wellbeing and health.     |
| Revision of Community Safety Strategy and implementation plan  |   |
| School-based and community immunisation programs   |   |
| Monitor and evaluate public health risk from food premises   |   |
| Systematic inspection for dog/cat registrations; Responsible pet ownership   |   |
| Education and awareness program for land owners of overgrown and unsightly properties  |   |
| Active compliance programs   |   |
| Council Community Grants Program inc. Regional Arts Development Fund   |   |
| Participated in NSI Indigenous environmental health forum  |   |
| Increase indigenous access to human services   |   |
| Test Council's Disaster management and business continuity plans   | Reviewed Redlands' preparedness for disasters and emergencies.  |
| Cross-Council review of disaster management plan and communication   |   |
| Deliver emergency preparedness information to the island communities   |   |
| Other initiatives  |   |
| Services for community clubs, organisations  | Improved support for organisations to maintain and manage assets.   |
| Mount Cotton Community Map   | Determined social infrastructure needs.   |
| Graffiti Management Tool   | Faster response times to graffiti.  |
| Entered into MoU with Australian Red Cross for collaborative management of evacuation centres  | Increased capacity to respond to and sustain support of community in disaster events                          |
| Collaborative partnership with Cleveland Primary School for SPEAK literacy program   | Improved literacy for children in primary schools to support lifelong learning skills                         |

- Southern Redlands Health & Wellbeing Centre on hold.
- **Priority 7.3 summary:**
  - Strategies and projects supporting sport and recreation, resources for local clubs and arts.
  - Limited focus on use of schools by community.



|                     |                                  |
|---------------------|----------------------------------|
| R2030<br>Priorities | 8.1 Engaging communities         |
|                     | 8.2 Developing leadership        |
|                     | 8.3 Demonstrating accountability |

## R2030 Outcome 8 – Inclusive and Ethical Governance

| R2030 Outcome 8 Drivers   | How has it made a difference? (if not, why not)   | R2030 priorities & goals - 2010 to 2012 progress   |
|---|---|--|
| <i>Redland City Council Corporate Plan 2010 – 2015</i>  | Identifies 8 priority strategies and 11 other strategies to show leadership, spend prudently, manage funds and develop services. Inc. total 9 performance indicators.   |  <p><b>Progressing but needs monitoring</b></p> <ul style="list-style-type: none"> <li>• <b>Priority 8.1 summary:</b> <ul style="list-style-type: none"> <li>- Engagement projects undertaken.</li> </ul> </li> <li>• <b>Priority 8.2 summary:</b> <ul style="list-style-type: none"> <li>- Projects supporting leadership, youth and partnerships. Limited formal processes for community partnership</li> <li>- No focus on stronger community governance</li> <li>- Redlands Pulse surveys and R2030 review (2012) assess response to community vision, priorities and goals.</li> </ul> </li> <li>• <b>Priority 8.3 summary:</b> <ul style="list-style-type: none"> <li>- <i>Back to Basics</i> prudent spending and funds management.</li> <li>- Financial strategy, policies and activities show accountability and transparency.</li> <li>- R2030 Community Committee - 2012 resourcing will address and undertake 2030 monitor/review.</li> </ul> </li> </ul> |
| <b>Breakthrough projects</b>  |   |  |
| Redlands 2030 Community Committee   | To be developed in 2012 to track cross-Council progress, build priority partnerships.   |  |
| Better Communication, Stronger Engagement   | Developed tools and capacity for engagement.  |  |
| <b>Strategies adopted 2010 – 2012</b>   |   |  |
| <i>Financial Strategy 2011-2021</i>   | Directed the development of Council's 2012/13 budget.   |  |
| <b>Policies adopted 2010 - 2012</b>   |   |  |
| <i>Back to Basics Policy</i>  | Outlines Council's commitments to identifying priority services and reviewing and reforming service delivery to ensure maximum cost efficiency.   |  |
| <i>Community Engagement Policy</i>  | Specifies Council's commitments to engaging with stakeholders.  |  |
| <i>Delegated Power and the Appointment of Statutory Authorised Persons and Administrative Authorised Officers</i> | Facilitates compliance with legislative requirements.   |  |
| <i>Exceptional Circumstance Waiver Policy</i>   | Facilitates waiving/relaxing of orders, fees, etc in exceptional circumstances.   |  |
| <i>Enterprise Asset and Services Management</i>   | Outlines 11 Council commitments to asset and service management.  |  |
| <b>Operational Plan Projects completed 2010/2011</b>  |   |  |
| Community engagement policy, strategy, guidelines review  | Reviewed, planned and implemented activities to engage, build relationships and foster citizenship.   |  |
| Council skills development. training, on-line tracker; website improvements                                       |   |  |
| Establish commercial service units  | Implemented activities to improve decision-making and reporting transparency and manage funds.  |  |
| Special charges for canal estates review  |   |  |
| <b>Operational Plan Projects completed 2011/2012</b>  |   |  |
| Corporate initiatives – communications plans, media, marketing (2010–2012)  | Planned and implemented activities to engage, build relationships and foster citizenship.   |  |
| Deliver ongoing skills and process training on community engagement   |   |  |
| "Redlands Pulse" review and engagement online network (2010 – 2012)   |   |  |
| Information Management security upgrades  |   |  |
| Employee satisfaction survey (2010 – 2012); ALGA, ALGWA, LGMA events  | Implemented activities for continuous improvement, partnerships and trained tomorrow's leaders. The Leadership Development Program is under way with excellent attendance and feedback (mandatory course to be considered). |  |
| Relevant and stimulating training and development programs  |   |  |
| Leadership Development Program; Redlands Youth Forum Y Talk   |   |  |
| Corporate performance framework review and implementation (2010–2012)   | Reviewed, monitored and implemented activities that improve decision making and reporting transparency, management of funds and improved resource efficiencies.   |  |
| Enterprise Risk Management Framework review/implementation (2010-2012)  |   |  |
| Employment costs monitor; Housing affordability fund electronic assessment  |   |  |
| <b>Other initiatives</b>  |   |  |
| Executive Leadership Group (ELG) leadership course.   | ELG course placed on hold in 2011.  |  |
| Customer Contact Centre   | Feasibility studies and implementation plan to provide a responsive service.  |  |
| Draft <i>Information Management Strategy</i>  | Directs information technology upgrades, improves efficiency and reduces overheads  |  |

## Attachment A - CANCELLED PROJECTS OPERATIONAL PLAN 2011/12

Note – Operational Plan projects carried forward to 2012/13 are not included.

| Community Plan Outcome      | Community Plan Priority            | Project No | Project Description   | Lead Group                  | Comments   |
|-----------------------------|------------------------------------|------------|---|-----------------------------|--|
| Healthy Natural Environment | People Supporting the Environment  | 1.4.1      | Implementation of the environmental education policy and strategy   | City Spaces                 | No funding   |
|                             |                                    | 1.5.2      | Development of a habitat management and protection strategy   | City Planning & Environment | No funding   |
| Green Living                | Making Green Choices the Norm      | 2.2.1      | Implement the climate change and energy action plan   | City Planning & Environment | No funding   |
|                             |                                    | 2.3.1      | Progress a corporate approach to 'Go Local'   | Community Futures           | No funding and changes in priorities   |
|                             |                                    | 2.5.1      | Develop Redland City Transport Planning Framework and prepare overarching strategic plan  | City Infrastructure         | Cancelled. Project unfunded. Will be resubmitted for funding in preparation of 2013/14 budget.   |
|                             | Managing Our Resources Sustainably | 2.8.7      | Develop an organics management policy   | City Enterprises            | Cancelled. This project will be included in the Waste and Recycling Policy Review.   |
| Embracing the Bay           | Protecting the Bay                 | 3.1.4      | Undertake Macleay Island master planning  | Community Futures           | Cancelled. No funding available and difficulties with site location.   |
|                             |                                    | 3.3.1      | Undertake an educational program with property owners for onsite care and maintenance of waste water systems and their disposal areas       | Community Standards         | No funding   |
|                             | Making the Bay Accessible          | 3.1.7      | Complete planning and design of Macleay Island boat ramp and car park   | City Infrastructure         | Cancelled. Cancelled due to state government referral process.   |
|                             |                                    | 3.4.3      | Construct beach access stairs at Wilson Esplanade   | City Infrastructure         | No funding   |
|                             | Living Sustainably on the Islands  | 3.1.1      | Participate in NSI multi-agency taskforce to consider the post mining transition  | Economic Development        | Cancelled. Council has been involved in the Economic Transition Taskforce. No further action will be taken until direction from state government is set. |
|                             |                                    | 3.1.5      | Complete upgrade of Russell Island Community Hall   | Community Futures           | Cancelled after liaison with divisional councillor. Upgrade not seen as an immediate priority for Russell Island community.                              |
| Quandamooka Country         | Supporting Aboriginal Custodians   | 4.4.1      | As part of the North Stradbroke Island land strategy, work with Traditional Owners to co-host a public forum on Indigenous landscape values | City Planning & Environment | Cancelled. This will be considered as a possible project task in the review of the Redlands Planning Scheme Review                                       |

| Community Plan Outcome                    | Community Plan Priority                              | Project No | Project Description  | Lead Group                    | Comments   |
|---|--|------------|--|-------------------------------|--|
| <b>Wise Planning &amp; Design</b>         | <b>Strengthening Physical Character and Heritage</b> | 5.6.1      | Finalise residential design guidelines, including sub-tropical design principles, for incorporation in the new planning scheme | City Planning & Environment   | No funding   |
|   | <b>Planning for a Liveable City</b>                  | 5.1.2      | Advocate for improvements to the Queensland Planning Provisions  | City Planning & Environment   | Cancelled. QPP V3.0 is still under review by the State. Awaiting advice on latest format.  |
|   |  | 5.4.2      | Complete the coastal processes study for mainland and bay islands to feed into the foreshore protection program                | City Infrastructure           | Not commenced. Project not funded  |
| <b>Supportive Vibrant Economy</b>         | <b>Strengthening the Tourism Industry</b>            | 6.6.2      | Build support for an industry-led economic development and tourism advisory body   | Economic Development          | Cancelled New strategic direction and priorities will be developed and included in a review of the Tourism Strategy.   |
| <b>Strong &amp; Connected Communities</b> | <b>Building on Local Strengths</b>                   | 7.5.2      | Support community organisations to undertake indoor facilities studies   | Community & Cultural Services | No funding   |
| <b>Inclusive &amp; Ethical Governance</b> | <b>Demonstrating Accountability</b>                  | 9.11.2     | Develop and implement assessment fee calculator for building and plumbing applications   | Community Standards           | Not commenced due to funding being withdrawn.  |
|   |  | 9.5.2      | Implement activity-based costing by purchasing software and developing a purchasing process                                    | Financial Services            | Cancelled. Project not commenced at this stage. Awaiting finalisation of resources from Financial Services restructure.  |
|   |  | 8.8.1      | Develop a more transparent approach to the provision of rating information to the community                                    | Financial Services            | Not commenced. Not commenced at this stage, however, will evolve during the budget development process for 2012/13 when all rating categories will be reviewed and modelled. |
|   |  | 9.51       | Configure the 10 year model into enterprise budgeting and develop a process for updating the model                             | Financial Services            | Cancelled. This project will be delivered by the Strategic Finance Team, however, this has been slightly delayed due to the restructure of finance functions.                |
|   |  | 9.8.1      | Complete the continuous improvement project  | Financial Services            | Not commenced. This project was to commence following the Core Service Review, which was put on hold following the organisational restructure.                               |
|   |  | 8.5.1      | Complete a review of fraud and misconduct  | Internal Audit                | Not commenced. This project will be budgeted for in the Internal Audit Plan for 2012/13 and reported to the Internal Audit Committee in clearly segmented stages.            |

## CANCELLED PROJECTS OPERATIONAL PLAN 2010/11

| Community Plan Outcome      | Community Plan Priority                             | Project No | Project Description  | Lead Group                  | Comments   |
|-----------------------------|---|------------|--|-----------------------------|--|
| Healthy Natural Environment | Protecting, Restoring and Enhancing the Environment | N/A        | Trial methods for replenishing depleting native fish populations in Hilliards Creek  | City Planning & Environment | Cancelled. A budget submission 'Native Fish Recovery Actions' was submitted to Council, but not ultimately included in the approved 2012/13 operational budget   |
|                             | People Supporting the Environment                   | N/A        | Develop environmental education policy and strategy  | City Planning & Environment | Cancelled, Four meetings of the Environmental Cross Council Communication Coordination Committee have been held E4Cs Group to improve and coordinate environment campaigns and messages. Mellissa Brooks and Candy Daunt spearheading this initiative. |
| Green Living                | Managing Our Resources Sustainably                  | N/A        | Produce a guide on how to recycle construction and demolition waste and engage developers ahead of new conditions under the development assessment process | City Enterprises            | Project cancelled however this will now transfer to the Redlands Planning Scheme Review (RPS 2015), and be included to require developers to submit a 'construction phase' waste management plan.  |
| Embracing the Bay           | Protecting the Bay                                  | N/A        | Complete Eprapah Creek Total Water Cycle Management Plan   | City Infrastructure         | Cancelled. Funds applied to priority project Eprapah Creek Western Branch  |

| Community Plan Outcome   | Community Plan Priority          | Project No | Project Description  | Lead Group                    | Comments   |
|--------------------------|----------------------------------|------------|--|-------------------------------|--|
| Quandamooka Country      | Supporting Aboriginal Custodians | N/A        | Negotiate with Minjerriba Camping community management group regarding potential North Stradbroke Island camp ground lease                         | Community & Cultural Services | On Track. Project will continue into 2012/13<br>Holiday park handover date has been extended to the second half of 2012. In the best interests of achieving a smooth transition of the holiday park business to the Quandamooka Yoolooburrabee Aboriginal Corporation, Council will continue to operate the holiday parks, beach camping and four wheel drive permitting in the short term whilst transition planning and activities are progressing to achieve a handover at the earliest date suitable to all parties. Excellent cooperation is being experienced from all parties which include DERM, Quandamooka Yoolooburrabee Aboriginal Corporation and Minjerribah Camping with significant levels of communication is being provided to all stakeholders. |
| Wise Planning and Design | Planning for a liveable city     | N/A        | Implement climate change strategy and incorporate into planning instruments  | City Planning & Environment   | Cancelled Climate change initiatives will be incorporated as part of the Redlands Planning Scheme.   |
| Wise Planning and Design | Planning for a liveable city     | N/A        | Prepare residential design guidelines for south-east Thornlands emerging community area, medium density housing and sub-tropical design principles | City Planning & Environment   | Cancelled. On hold until funding is available  |

| Community Plan Outcome                | Community Plan Priority                    | Project No | Project Description   | Lead Group                  | Comments   |
|---------------------------------------|--|------------|---|-----------------------------|--|
| <b>Wise Planning and Design</b>       | <b>Planning for a liveable city</b>        | N/A        | Prepare local area neighbourhood or precinct plans in consultation with local communities for Dunwich, Amity Point, Ormiston and Victoria Point (Bunker Road Emerging Urban Community Scheme) | City Planning & Environment | Cancelled. Local area plans for the township on the Island will be delayed pending the completion of a number of planning investigations and completion of the new scheme.     |
| <b>Supportive and Vibrant Economy</b> | <b>Promoting a self-sufficient economy</b> | N/A        | Promote investment attraction and visitation within China and Korea in particular growing relationships with Qinhuangdao in China and Yongin in Korea   | Economic Development        | Cancelled. International relationship responsibilities now sit with Community Futures and council resolved to dissolve Trade and Investment officer in Guangzhou in June 2012. |