

# Our Moreton Bay. Amazing places. Natural spaces.



## CORPORATE PLAN 2022 - 2027

# Welcome



## Welcome to the Moreton Bay Regional Council Corporate Plan 2022-2027.

This is our leading strategic plan. It sets out a refreshed long-term vision for the future of our Moreton Bay region and a roadmap for the next five years and beyond. It outlines where we will focus our efforts and how we will measure progress and success.

It builds on previous plans and represents an evolution of significant work that continues to guide the delivery of our services, initiatives and projects. It reflects how we will continue to grow and adapt to address emerging trends and challenges as well as embrace the opportunities around us.

This plan is a legislative requirement and has been developed collaboratively through engagement with our communities, businesses, councillors and council team members that live, work and visit here.

We have listened and believe our vision and plan will achieve a balanced approach to growth whilst preserving the values our communities consider most important - the natural beauty of our region, affordable and active lifestyles, and access to valuable services and facilities.

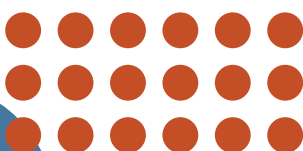
Achieving this plan will rely on the collective commitment and combined actions of council and all our stakeholders, with a focus on building trust with our communities.

We are proud of this plan and excited by what it will help deliver for our communities and our amazing region today and into the future.

**Adopted 17 June 2022**

### **Acknowledgements**

We wish to thank our communities, businesses and all contributors involved in the development of this document.





## **Acknowledgement**

We acknowledge the Kabi Kabi, Jinibara and Turrbal Peoples as the Traditional Custodians of the lands and waterways of the Moreton Bay Region, and pay our respects to their Elders, past, present and emerging. We recognise that the Moreton Bay Region has always been a place of cultural, spiritual, social and economic significance to First Nations people.

We are committed to working in partnership with Traditional Custodians and other First Nations communities to shape a shared future that celebrates First Nations history and culture as an irreplaceable foundation of our region's collective identity.

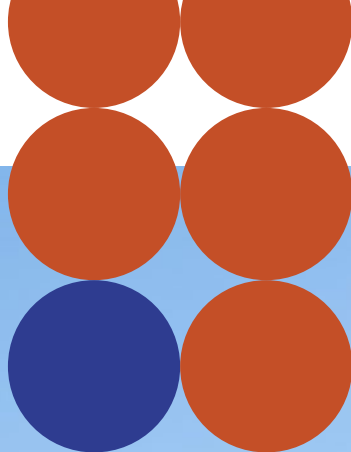
## **Reconciliation with First Nations Peoples**

We are committed to reconciliation and working in partnership with Traditional Custodians and First Nations communities to shape a shared future for the benefit of all communities within our region and beyond.

Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations peoples. Initiatives such as the Murri Interagency Network and Yarning Circle, Local Aboriginal Languages Project, Welcoming Places in our libraries, and our work with Traditional Custodians on cultural heritage preservation are an important part of our reconciliation journey. We also proudly support activities that celebrate National Reconciliation Week and NAIDOC Week.

We are now progressing the development of our first 'Innovate' Reconciliation Action Plan (RAP) as the next step in our journey. The development of the plan and its actions will be informed by the voices of First Nations communities and create a better understanding of their priorities for our shared future. It will also aim to improve council's capacity to deliver positive outcomes for First Nations communities by acting as a foundation for respectful relationships, stronger partnerships and meaningful opportunities.

We recognise that reconciliation is a journey and will require leadership to ensure that our relationships and planning is culturally informed and our commitment to reconciliation is voiced and integrated across our strategic planning documents and reflected in our programs, projects and services.

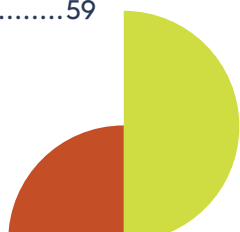


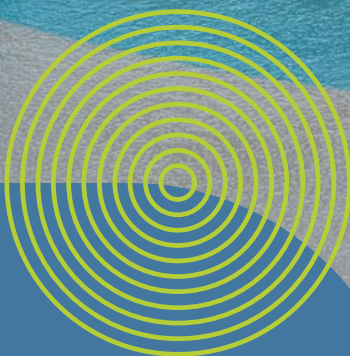
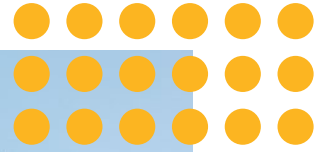
View from Albany Creek.



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Water park and adventure playground at The Mill, Petrie.

# Message from the Mayor



The world has experienced major change over the past two years and Moreton Bay is no exception.

Overwhelmingly we know you want to celebrate our vibrant communities, protect and enhance our natural spaces, and support sustainable lifestyles. In response, I am proud to introduce our new vision for the future - 'Our Moreton Bay. Amazing places. Natural spaces.'

The challenge we face is that growth is happening all around and will accelerate over the next two decades, with another 200,000 people forecast to move here in that time. Your Council is acutely aware that we need to act now, if we are going to be able to protect the things you love about Moreton Bay.

Developed through consultation with our passionate communities, our new Corporate Plan sets an aspirational vision for the future with new goals for the look and feel of Moreton Bay, as well as outlining how we will achieve these goals. This vision will provide high level direction for our full suite of planning documents including this Corporate Plan and our regional strategies and supporting plans.

Our new Corporate Plan is structured around five strategic pillars - Our Vibrant Communities, Healthy Environments, Well-Planned Places, Progressive Economy and Engaged Council.

Under each of these pillars, we have set out clear goals and outcomes that provide a framework for how we will work together to sustainably bring our shared vision to life.

Each pillar highlights the strategies and key plans under development which once adopted will support the achievement of our goals and outcomes. Key initiatives such as the Traditional Custodians Engagement Framework, Land Buyback for Environmental Purposes Program, a new Planning Scheme and Knowledge and Innovation Hub, will be undertaken over the life of the Corporate Plan to further support the achievement of our vision, goals and outcomes.

As a council, we are committing to ensuring our communities are central to what we do and that we will work together to make Moreton Bay a great place now and for future generations.

I want to thank everyone who took the time to respond to our community surveys and engagement activities. This has been a lengthy but important piece of work to ensure Council's strategies moving forward under the new Corporate Plan accurately reflect your aspirations for our future.

As we bring our vision to life, I want us all to have even greater pride in the Moreton Bay lifestyle we all love.

**Peter Flannery**  
Mayor Moreton Bay Regional Council





# OUR REGION

Bongaree Jetty, Bribie Island.



# Our Moreton Bay

Our Moreton Bay region is an amazing place located in the heart of South East Queensland.

Our region has been home to the Kabi Kabi, Jinibara and Turrbal peoples for thousands of years. Today it is home to many communities from a wide range of cultural backgrounds and welcomes visitors from all parts of Australia and around the world.

With a population nearing 500,000 and a land area of more than 2,045 square kilometres, we are one of the largest and fastest growing council areas in Australia. Over the next 20 years, an additional 200,000 people are expected to call our Moreton Bay home.

A region of natural beauty, it boasts access to the iconic waters of Moreton Bay (the region's namesake) and the D'Aguilar mountain range. We have extensive waterways, wetlands and bushland corridors with an abundance of wildlife, much of which is of national and international significance.

Over the last decade our region has experienced significant development and supports a diverse set of neighbourhoods, each with their own unique characteristics and needs - from urban hubs and seaside towns to suburban estates and hinterland villages. Its unique combination of affordable living, lifestyle, education, employment, housing and transport choices make it a great place to live, work and visit.

Given our location and growing population the region is well placed to strengthen its position as the engine room of the South East Queensland economy. Our proximity to key transport and logistics infrastructure provides direct access to domestic and global markets including New Zealand and South East Asia, supporting our ability to attract investment, tourism and other economic opportunities.

Our passion for sports and cultural events such as the iconic Woodford Folk Festival is well-renowned and will continue to be an important part of our lifestyle and connection with others. Our focus on accessibility and inclusion is also growing the reputation of our playgrounds and other spaces as attractive destinations.

The 2032 Olympic and Paralympic Games will be an opportunity for our region to showcase its amazing facilities, places and communities. With investment from all levels of government, there will be opportunities for improved infrastructure, transport, and new and improved sporting facilities

# A Snapshot of our Region Today



**Nearing 500,000**

Resident population



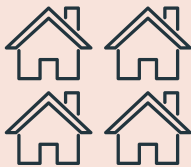
**3<sup>rd</sup>**

Largest local government in Australia by population



**5<sup>th</sup>**

Fastest growing region in Australia



**94 suburbs**

with an average population density of 234 per km<sup>2</sup>\*



**2,045km<sup>2</sup>**

Land area



**294km**

Coastline and waterways



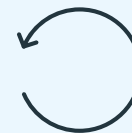
**21 to 29°C**

Average year-round temperature with 300 days of sunshine



**82%**

Homes have internet connection\*



**38 years**

Median resident age\*



**3%**

Residents that identify as Aboriginal or Torres Strait Islander\*



**20%**

Residents born overseas\*



**45%**

Households with children\*



# Our Drivers of Change

As the Moreton Bay region continues to grow and change, it is well positioned to respond to key trends that present both challenges and opportunities for our future. While some trends have resulted in progressive change, others have accelerated or emerged as a result of the COVID pandemic.

We acknowledge that responding to change can be complex and demands considered and responsive research, policy development, planning, engagement and decision-making. We have listened to our communities and key stakeholders to understand the impact these trends will have and the changes they want to see locally.

To ensure our plan is relevant and robust, it has been developed through the lens of six key drivers of change. How we adapt and respond will continue to evolve over the life of this plan.

## Sustainability

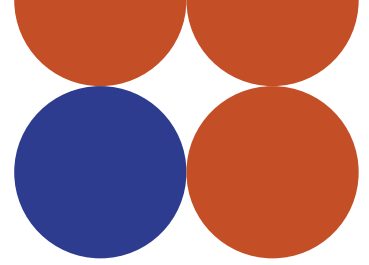
Greenhouse emissions are altering the world's climate leading to an increased incidence of extreme weather events including storms, floods, bushfires, droughts and temperature rises, which our communities experience locally. The impact of these events will compound with growth and are expected to result in changes to our biodiversity, habitats and ecosystems. We play a critical role in ensuring a balanced approach to environmental protection and growth management.

Sustainability will be a catalyst for driving existing and new initiatives such as flood and biodiversity monitoring, urban greening, reducing energy and resource consumption and active transport improvements. As we adapt, we will continue work with our communities to build awareness, resilience and harness local knowledge. We will also support our local businesses and industries that adopt sustainable practices and deliver jobs for the future.

## Planning for Growth

Our region's population is forecast to grow to 700,000 by 2041, representing an average increase of approximately 10,000 new residents each year. We will need to manage growth on multiple fronts to deliver additional dwellings, infrastructure and local jobs for the region. It is expected our communities will live in more compact urban forms, within a diversity of neighbourhoods. To support this growth, improved housing diversity and additional infrastructure such as an integrated transport network, responsive and connected services will be needed, along with new jobs that will support industries of the future. This will require an integrated approach to planning and greater coordination and collaboration with a broad range of partners.





## Community Identity

Our identity will play an important role in positioning our region to attract great communities, investment, jobs and visitors. Based on the shared values of our communities we have an opportunity to leverage our region's strengths including our location, natural environment, and growing economy. Recognising our Traditional Owners and First Nations communities and the importance of our shared history and connection with the land will be integral. We will need to play a leadership role that encourages joint action and new approaches to communicate our identity in a way that will strengthen our relationships, reputation and drive growth in a sustainable way.

## Digital Transformation

Technology has become a critical catalyst for change, providing the capacity for innovative solutions to many of our challenges as well as creating new opportunities for change. Our digital environment now includes changes such as the 'internet of things', artificial intelligence, autonomous and electric vehicles, affordable renewable energy and complete digital connectivity. Progressing the adoption of new technology and digital innovation through our Digital Action Plan is a priority. This will support real time access to data and insights to inform our decision-making, proactively manage community assets, adopt more sustainable practices, and create efficiencies to offer better services to our communities.

## Community Trust

Our communities' needs, aspirations and expectations change over time, sometimes rapidly. We will continue to engage in new and different ways to stay in touch and in tune with our communities. This will require different styles of communication and the capacity to enhance customer experience to build confidence and trust. The adoption of new technology will also need community trust. In a time where integrity is regularly questioned, we must adopt governance models that will ensure transparency and build confidence that we have robust processes to manage any risks. We must also ensure our finances and assets are shown to be both robust and sustainable.

## Adaptive Workplaces

The COVID pandemic has fundamentally changed the way we work. We will need to support agile and flexible work practices that meet our productivity requirements and ensure we continue to be an employer of choice. Rapid advances in technology also means the nature of work may be different and require different skill sets than those recruited for previously. How employees add value to our services will change, as will their tools and processes. These and other issues have raised some fundamental questions our suppliers, contractors, businesses and industries are also contending with. We will ensure our programs are responsive and provide opportunities for innovation.



# OUR COUNCIL

Bunya Crossing Reserve.

# Our Mayor and Councillors

Moreton Bay Regional Council was established in 2008, employs over 2000 team members and delivers a wide range of services, projects and programs designed to support our growing population and enhance our region as a great place to live, work and visit.



Cr Peter Flannery  
Mayor

Our Mayor and Councillors are elected by our communities for a four-year term. The current Council was elected in March 2020.

As community leaders, Councillors are responsible for representing the needs and interests of the communities in their division and making strategic decisions that guide the future of our region.



Cr Brooke Savage  
Division 1



Cr Mark Booth  
Division 2



Cr Adam Hain  
Division 3



Cr Jodie Shipway  
Deputy Mayor / Division 4



Cr Sandra Ruck  
Division 5



Cr Karl Winchester  
Division 6



Cr Yvonne Barlow  
Division 7



Cr Mick Gillam  
Division 8



Cr Cath Tonks  
Division 9



Cr Matt Constance  
Division 10



Cr Darren Grimwade  
Division 11



Cr Tony Latter  
Division 12

# Our Purpose and Values



Our purpose defines why we exist.

**“Our communities are central to what we do. Working together, we aim to make our Moreton Bay a great place now and for future generations.”**

Our values define how we work together and with others.

SERVICE	TEAMWORK	INTEGRITY	RESPECT	SUSTAINABILITY
<ul style="list-style-type: none"><li>We seek to understand the needs of those we serve</li><li>We strive to exceed expectations</li><li>We communicate clearly</li><li>We take a positive approach</li><li>We are proud to serve our community</li></ul>	<ul style="list-style-type: none"><li>We promote a friendly, supportive work environment</li><li>We inspire and encourage innovation</li><li>We develop and maintain relationships</li><li>We work collectively to achieve common goals</li><li>We work collaboratively with our community and external partners</li></ul>	<ul style="list-style-type: none"><li>We are ethical and honest</li><li>We take responsibility for our actions</li><li>We act within statute and law</li><li>We take pride in the manner in which we perform our duties</li></ul>	<ul style="list-style-type: none"><li>We listen to people</li><li>We treat people fairly and consistently</li><li>We embrace diversity and opinions</li><li>We treat others as we wish to be treated</li></ul>	<ul style="list-style-type: none"><li>We focus on the future</li><li>We respect the environment</li><li>We demonstrate leadership by example</li></ul>

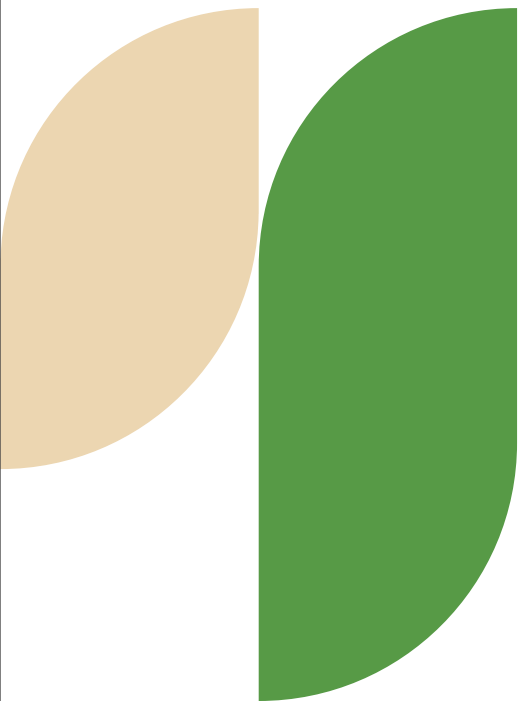
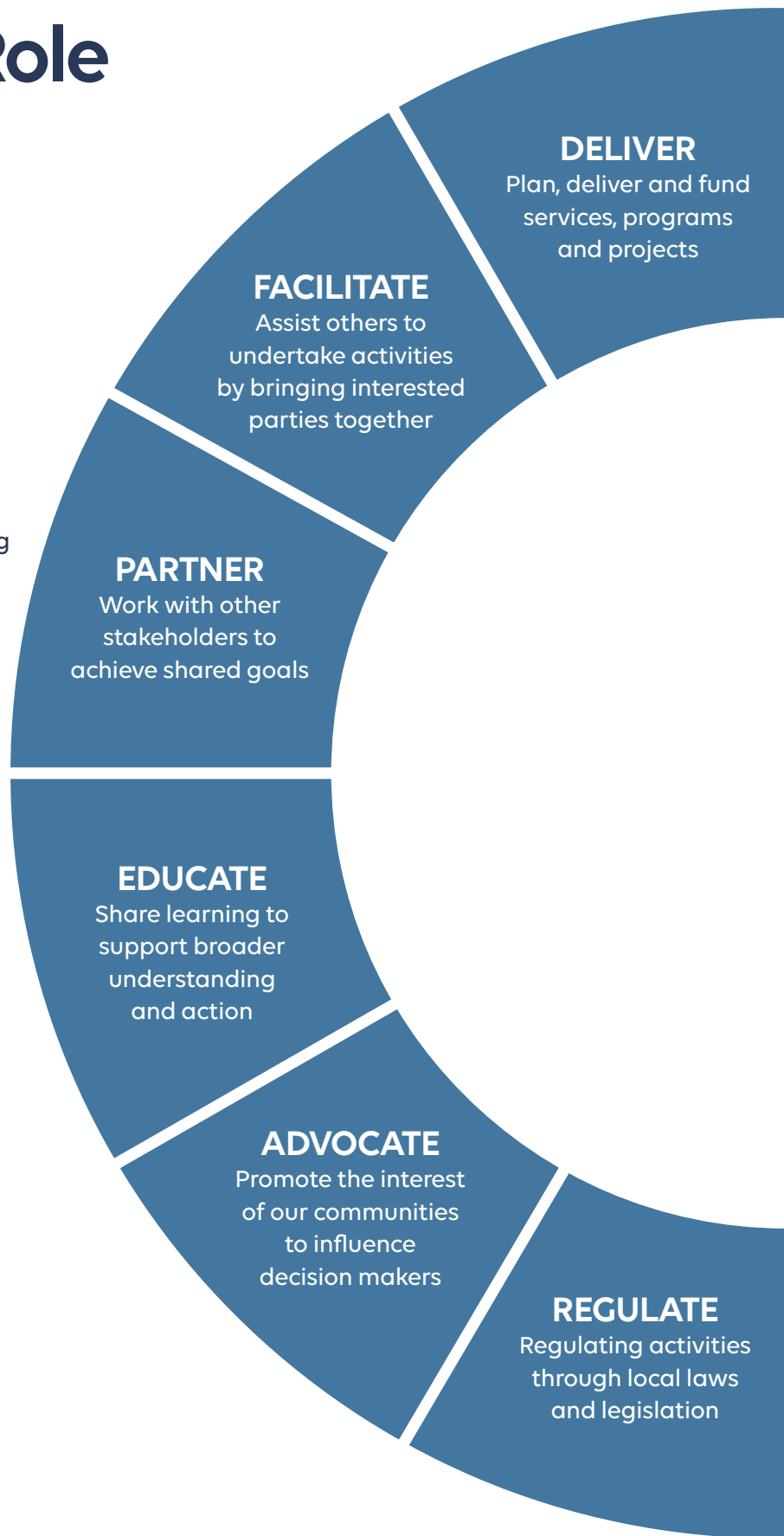




# Our Service Role

We undertake a range of roles and functions to support the needs and aspirations of our communities and achieve our Corporate Plan.

Our communities and other stakeholders such as government agencies, business partners and community groups also play a significant role in supporting, influencing and achieving our Plan. Some of the ways our communities can contribute are detailed in the following pages.



# Our Planning Framework



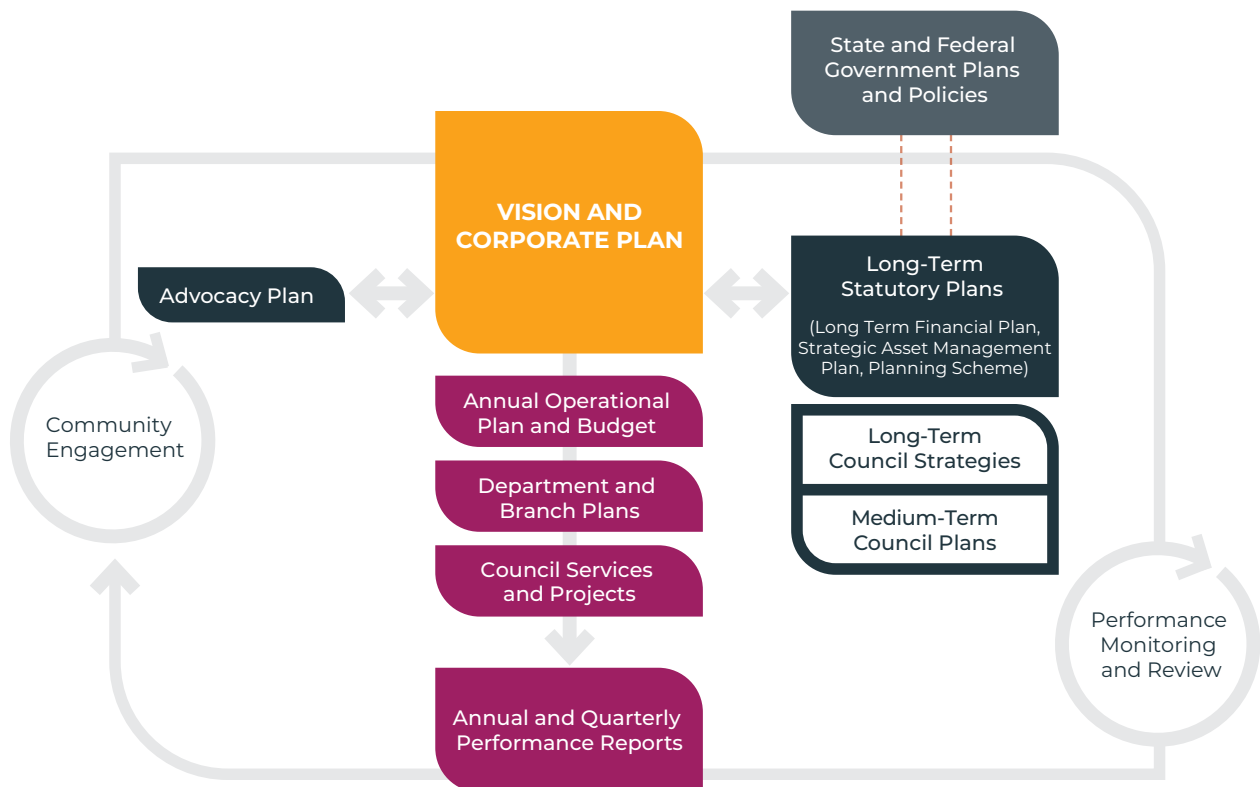
We have an integrated planning approach that aligns our vision, corporate plan, financial and asset plans and other informing strategies and plans. It ensures our strategic directions are embedded into annual planning and the day-to-day business of council.

At the core of our approach is ongoing community engagement to ensure that our plans respond to our communities' needs, priorities and expectations. It also provides the basis for performance monitoring, as an opportunity to review our plans as changes occur and ensure progress is reported back to our communities.

Aligning our long-term planning with the priorities of State Government and other relevant agencies, will support stronger partnerships, achieve greater coordination and ensure efficient use of available resources.

Collectively, our portfolio of strategies and plans will contribute to the achievement of our vision for the region.

**Our integrated planning framework brings our corporate plan to life by cascading our vision and strategic directions into our long, medium, and short-term strategies and plans.**





# OUR VISION

**“Council needs to ensure the preservation of the region’s natural beauty.”**

**– resident (Moreton Says Survey)**

**“I love the area I live in and would like to see more upgrades, infrastructure, restaurants, coffee shops, community events and participation.”**

**– resident (Moreton Says Survey)**

**“The natural beauty of Moreton Bay is one of the reasons why I visit the region on days off.”**

**– non-resident (Moreton Says Survey)**

**“It will be important to get the balance right between development and maintaining the beauty and culture of Moreton Bay.”**

**– resident (Moreton Says Survey)**

# Our Vision



Our vision represents the values and aspirations shared by our communities and council for the future of our Moreton Bay region.

Our vision has been developed by listening to our communities about what they value and want for the future of our region. We listened and recognise that our communities want a future that balances growth while protecting the natural beauty of our region and sustaining our unique lifestyles.

## Our Moreton Bay. Amazing places. Natural spaces.

### Our Moreton Bay

Our communities are the heart of our Moreton Bay. We welcome and celebrate diversity ensuring people of all backgrounds, cultures and abilities prosper. We are united through our unique experiences and sense of belonging. We acknowledge and celebrate the continued connection that our Traditional Custodians have to the land and have a shared commitment to reconciliation. Our communities are proud of where they live and cherish our lifestyle and identity.

### Amazing Places

Our Moreton Bay is a network of amazing places. Our neighbourhoods are well-planned, safe and friendly. They are places where our communities can live affordably with access to education, transport, jobs and services. We have distinctive and lively local centres and hubs that foster innovation and attract the talent and investment we need to prosper. Our local playgrounds, sports facilities, galleries, libraries, museums, festivals and events foster connections across our communities attracting locals and visitors alike. We are leaders in the use of technologies and sustainable practices that make our places and people resilient and climate friendly.

### Natural Spaces

Our Moreton Bay is valued for its natural beauty and distinct landscapes. Our diverse natural spaces are what makes us so unique. Our magnificent bay, waterways, environmental corridors and thriving biodiversity are healthy and protected for the enjoyment of all. We have engaging parks and recreation areas that are inclusive and accessible. As we evolve, we are focused on balancing growth while protecting what we value and our Moreton Bay way of life.

**It's little wonder more people want to call our Moreton Bay home.**



# OUR ROADMAP

Bribie Island.

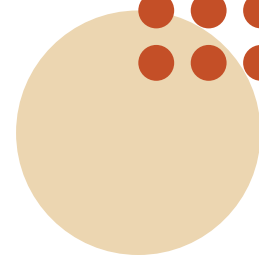
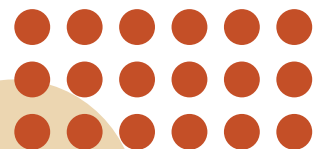
# Our Roadmap



Our roadmap is structured around five strategic pillars that work together to achieve our vision.

The pillars support our commitment to delivering a balanced plan that will help to create a sustainable and liveable future for our region.

Each pillar includes a goal and outcomes that set the strategic direction for where we want to be by 2033. This is the mid-way point to achieving our vision. It also identifies the key strategies and plans, key initiatives and service areas that will help drive our goals and outcomes over the next five years and beyond.



# Our Vibrant Communities





## **Our Goal:**

**By 2033, our Moreton Bay will have vibrant communities that proudly come together to participate in and celebrate different cultures and life experiences, with access to the services and facilities they need.**

# Snapshot

## A snapshot of our communities today



More than **740** community and sport and recreation organisations and groups



**189** sports fields spread across 172 formal sporting and recreation facilities



**\$1,660,068** community grant funding



**300** community organisations supported by tenure agreements



**10** libraries and one mobile library with 235,961 library memberships



**6** art galleries and museums



More than **78,000** cats and dogs registered



**7** SES depots that are maintained and owned by council and 64,194 Moreton Alert registrations

## Key services we deliver

- Community Development
- Sport and Recreation
- Major Venues
- Community Facilities
- Library Services
- Arts and Cultural Services
- Museums and Galleries
- Disability Access and Inclusion Planning
- Cultural Heritage Planning
- Community Leasing
- Community Halls
- Community Grants and Partnerships
- Local Laws
- Public Health
- Public Safety
- Disaster Management
- Cemeteries

# What we want to achieve together

## Our outcomes

- 01 Our communities make healthy and active lifestyle choices and have access to the services and facilities they need.
- 02 Our communities are safe and resilient so that in times of adversity our people and places are supported.
- 03 Our communities embrace opportunities for participation in creative experiences and celebrate our stories, cultures and identities.
- 04 We have respectful, inclusive and engaged communities that value diversity and sustain connections to people and places.

## Our focus for the next five years

### Our strategy and key plans

- **Community Wellbeing Strategy** - Deliver a new Community Wellbeing Strategy to guide the achievement of our aspirations for 'vibrant communities' over the next 20 years and provide a framework for council services and social and cultural infrastructure to support community health and wellbeing.
- **Healthy and Active Communities Plan** - Develop and deliver a new Healthy and Active Communities Plan to support healthy and active lifestyle choices and improve access to services and facilities.
- **Safe and Resilient Communities Plan** - Develop and deliver a new Safe and Resilient Communities Plan to support respectful, safe and resilient communities.
- **Creative Communities Plan** - Develop and deliver a new Creative Communities Plan to support local cultural events and activities and participation in creative experiences.
- **Connected Communities Plan** - Develop and deliver a new Connected Communities Plan to support engaged, inclusive and diverse communities.
- **Cultural and Community Places Plan** - Deliver a new Cultural and Community Places Plan to provide a framework for the planning, development and acquisition of all types of public places and spaces across the region to enhance lifestyle and environmental outcomes.
- **Disability Access and Inclusion Plan** - Continue to deliver our Disability Access and Inclusion Plan and transition from a dedicated Access and Inclusion Plan to a holistic access and inclusion focus across our entire strategic framework.
- **Local Disaster Management Plan** - Continue to deliver our Local Disaster Management and Recovery Plans, providing a consistent framework for disaster management and ensuring our communities are informed and well-prepared for emergencies and have the necessary support to help them recover.
- **Animal Management Plan** - Develop and deliver a new Animal Management Plan to educate and empower our communities around responsible pet ownership, provide safe and accessible places, and work with community partners to support positive animal management outcomes.

## Our key initiatives

### Traditional Custodians Engagement Framework

Develop an engagement framework with local Traditional Custodians to grow cultural understanding and connections.

### Closed-Circuit Television (CCTV) Network Expansion

Progress the expansion of our CCTV network including Licence Plate Recognition program to support crime reduction, protect our assets and community facilities while improving public safety.

### Community Facilities Network Mapping

Continue to deliver network planning activities for our extensive community facilities to understand service delivery and asset condition and to plan for growth and changing user needs.

### Cultural Heritage Management

Continue to improve our management of local cultural heritage areas, objects and places, through clear policy guidelines, cultural awareness and heritage training.

### Universal Accessibility Design Guidelines

Deliver a suite of design guidelines to assist us and our communities in the planning and implementation of accessibility upgrades to support community inclusion and access.

### Recognise and Reach Out Initiative

Continue to raise awareness of the issue of family and domestic violence and abuse and encourage people experiencing or perpetrating abuse to connect with local support services through our Recognise and Reach Out campaign.

### Community Organisational Development

Continue to provide education and training opportunities for community organisations to develop their management and governance skills and knowledge.

### Healthy and Active Moreton

Continue to provide a diverse program of free and affordable sport, recreation and wellness activities supporting healthier lifestyles for all ages and includes our Active Holiday program for children.

### Sports Planning Opportunities

Continue to expand our community, sport and recreation services and plan for growth through the identification, planning and design of facilities, including priority regional sports complexes.

### Tertiary Education Scholarship Program

Continue investment in our tertiary education Scholarship Program for a further three years (2023-2025) to support young people experiencing financial hardship achieve higher education goals at the USC Moreton Bay campus.

### Creative Moreton

Continue to provide a diverse program of free and affordable cultural and creative experiences in libraries, galleries, museums and in open spaces across our region for all ages to foster inclusive, connected and inspiring communities.

### Arts and Culture Planning Opportunities

Continue to refine and expand arts, culture and creative services and plan for growth, through the identification, planning and design of facilities, including priority cultural precincts that provide opportunities for all community members and for cultural tourism.

### Cultural and Creative Inclusion

Continue to cultivate local talents and innovations to develop a suite of placemaking experiences across cultural and creative venues, growing a connection with each other and promoting our region

## How we will know we succeeded

### Our measures of success

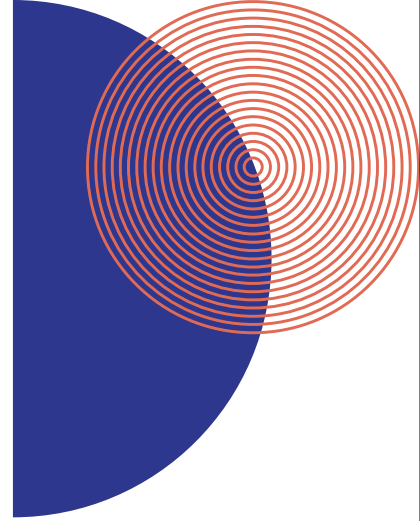
- 01 Increased participation in physical activity.
- 02 Increased sense of community safety and wellbeing.
- 03 Increased participation in local arts and cultural activities.
- 04 Improved accessibility of public spaces, facilities and services.
- 05 Increased sense of belonging.

## What our communities can do to contribute

### Community contribution

- Participate in and support local networks, activities, events and festivals.
- Join our 'Your Say Moreton Bay' engagement platform and events to share your ideas and provide feedback on our projects that matter to you.
- Subscribe to the Healthy and Active Moreton eNewsletter and participate in our Healthy and Active Moreton and Active Holiday programs providing free or low-cost activities.
- Get involved in the cultural and creative identity of the region, through active participation in museum, gallery and library programs, as well as local creative performances and experiences.
- Subscribe to Galleries Now, Libraries Now, Museums Now, and Arts Mail to support your local artists and connect with your community.
- Be prepared to respond to events like bushfires and floods by having your own safety plan and subscribe to our MoretonAlert notifications for local updates.
- Discover more about our region's First Nations' cultures through our dedicated library collections and Welcoming Places, the Yarning Circle community network meetings and participating in Reconciliation Week and NAIDOC Week celebrations.
- Consider opportunities to volunteer to help support people within our local communities.

# Our Healthy Environments



Rocky Hole, Mount Mee.

## **Our Goal:**

**By 2033, our Moreton Bay will be renowned for its healthy natural and built environments that enhance our identity, support biodiversity and our sustainable lifestyles.**

# Snapshot

## A snapshot of our environments today



**10,977ha**  
of council  
environmental  
reserves



**42%**  
of the region  
covered in native  
vegetation



**9,000ha**  
of internationally  
significant  
wetlands



**7,721ha**  
of local seagrass  
beds, supporting  
resident turtle  
and dugong  
populations  
(Kovacs 2022)



**805**  
native animal  
species recorded  
in Moreton Bay  
(Wildnet 2021)



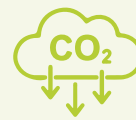
**34**  
Fauna crossings



**625**  
landholders engaged  
with the Land for  
Wildlife and Voluntary  
Conservation  
Agreement Program



**9**  
transfer stations,  
and 3 major waste  
management  
facilities with  
onsite landfills



**188,127**  
tonnes of emissions  
avoided through  
council's Landfill  
Gas Management  
Project



**1,045**  
tonnes of  
reusable items  
sold at council's  
waste facility  
treasure markets

## Key services we deliver

- Environmental Services
- Conservation Management
- Fire Management
- Pest Management
- Environmental Centres
- Environmental Education and Information
- Waste and Recycling Services
- Sustainability Planning
- Biodiversity Planning
- Natural Hazards Planning
- Coastal and Waterways Management
- Waterbody Maintenance



# What we want to achieve together



## Our outcomes

- 01 Our special natural areas and wildlife habitats are connected, protected and enhanced.
- 02 Our coasts and waterway catchments are used sustainably, and environmental values are protected and enhanced.
- 03 Our neighbourhoods, buildings and infrastructure support sustainable living.
- 04 We understand and proactively respond to climate change and natural hazard risks.
- 05 We enable our materials and resources to be used cleverly and recycled to avoid waste and pollution.
- 06 Our communities and businesses practice sustainability in the choices they make every day.

## Our focus for the next five years

### Our strategy and key plans

- **Environment and Sustainability Strategy** - Develop and deliver a new Environment and Sustainability Strategy to guide the achievement of our aspirations for a 'healthy environment' over the next 20 years and beyond and provide a framework for environment and sustainability across our operations and our communities.
- **Waste Reduction and Recycling Plan** - Continue to deliver our Waste Reduction and Recycling Plan 2016-2026 and Action Plans to proactively move towards a zero-waste future, where waste is avoided, reused and recycled where possible.
- **Biodiversity Plan** - Progress development of our Biodiversity Plan to protect and manage habitats and the diversity of animals and plants in the region, which will include investigating a range of innovative approaches to deliver biodiversity outcomes.
- **Climate Mitigation and Adaptation Plan** - Progress development of our Climate Mitigation and Adaptation Plan/s that will outline the strategic direction and detailed actions for greenhouse gas emissions reduction and climate change adaptation and resilience.
- **Bushfire Management Plan** - Review and transition our Bushfire Management Strategy to a Plan to proactively manage bushfire risk to both the built and natural environment.
- **Coastal Hazard Adaptation Plan** - Continue to progress development of our Coastal Hazard Adaptation Plan (Living Coast) to proactively manage the impact of climate change and hazards including coastal erosion, storm tide inundation and predicted sea level rise, on our coastlines.
- **Integrated Water Management Plan** - Review and transition our Water Strategy 2012-2031 and Total Water Cycle Management Plan to a new Integrated Water Management Plan to guide the management of water into the future including catchment resilience, waterway health, water quality, flooding, sustainable water use, environmental processes and integration with the built environment.
- **Floodplain Management Plans** - Develop and deliver plans that will guide the management of the region's floodplains and manage the current and future risks associated with land use and development within these areas.



## Our key initiatives

### Land Buyback for Environmental Purposes Program

Continue to acquire strategic properties to enhance green corridors and protect habitats for priority species including the koala.

### Fauna Movement Infrastructure

Continue to deliver fauna movement infrastructure throughout the green corridor network to improve ecological connectivity and support safe and ongoing wildlife movement.

### Street and Shade Tree Planting

Continue to prioritise our street and shade tree program to improve urban amenity and community comfort and address the risks associated with urban heat islands.

### Conservation Program

Continue to deliver our environment focused initiatives that enhance and protect the region's natural values and wildlife habitats, including our Bushcare, Land for Wildlife, and Voluntary Conservation Programs.

### Catchment Management

Continue to manage waterway health, floodplain management, drainage, natural process and land use to ensure the health and resilience of our catchments and the long-term health of the receiving waters of Moreton Bay.

### Stormwater Management

Continue to manage stormwater and improve water quality throughout the region through regeneration and revegetation of waterways, new infrastructure works and upgrading existing infrastructure works.

### Waste Management and Resource Recovery

Deliver effective waste management and resource recovery initiatives aimed at increasing landfill diversion and resource recovery.

### Climate Change Mitigation Initiatives

Continue to undertake initiatives which reduce greenhouse gas emissions from our operations and assist residents and business operators to take similar steps in their homes and businesses.

### Bushfire Hazard Management Program

Continue to deliver planned burns, manage fire trails and other projects related to fuel management, infrastructure, and risk assessment, to reduce the impact of bushfires and increase preparedness.





## How we will know we succeeded

### Our measures of success

- 01 Improved green infrastructure network, safely connecting natural areas and wildlife habitats.
- 02 Increased protected natural areas and land managed for wildlife habitats.
- 03 Improved quality of our local waterways.
- 04 Reduced greenhouse gas emissions from our operations.
- 05 Reduced bushfire risk on our managed land.
- 06 Increased waste is recycled and diverted from landfill.

## What our communities can do to contribute

### Community contribution

- Participate in conservation, restoration, revegetation and habitat enhancement opportunities, such as our Bushcare program, National Tree Day events or Land for Wildlife program.
- Visit one of our Environmental Centres and learn about the region's habitats and wildlife and explore the many natural experiences on offer across the region.
- Consider sustainable building designs that suit the local climate and character of your neighbourhood.
- Choose more sustainable goods including local products, when making purchases and maximise the value of the resources you use by repurposing wherever possible.
- Understand what items can be recycled through the services provided by us and others (for example REDcycle at local supermarkets) and responsibly dispose of waste.
- Reduce home energy and water consumption, consider purchasing energy from renewable sources.

# Our Well-Planned Places



Eatons Hill.

## **Our Goal:**

**By 2033, our Moreton Bay will be a network of well-planned and connected places and spaces, enhancing lifestyle, accessibility and employment choices.**

# Snapshot

## A snapshot of our places today



Our communities are distinct and live and work in diverse places



**Nearing 500,000** residents and planning for an additional 200,000 residents by 2041



**185,000** dwellings and planning for an additional 90,000 dwellings by 2041 (QGPP 2018)



**4,724** dwelling approvals on average each year (QGRLDA 2021)



**3,464 ha** hectares of local parks



**8%** resident trips made by active transport (walking or cycling) (SEQ HTS 2018)



**36%** residents served by frequent public transport services (SEQ HTS 2018)



**3,714km** of council-maintained roads



**1,600km** of council-maintained footpaths



**\$7,538,000** council road safety project expenditure

## Key services we deliver

- Land Use and Infrastructure Planning
- Growth Monitoring and Reporting
- Neighbourhood and Growth Area Planning
- Parks and Recreation Planning and Maintenance
- Drainage and Waterways Planning and Maintenance
- Coastal Infrastructure Planning
- Green Infrastructure Planning
- Urban Design and Place Making
- Planning Scheme Amendments Development Assessment and Compliance
- Building and Plumbing Compliance
- Transport Planning and Design
- Active Transport Planning
- Road Construction and Maintenance
- Landscape and Street Design
- Traffic Management

# What we want to achieve together

## Our outcomes

- 01 We have a clear urban growth boundary that protects our unique landscapes and environmental values.
- 02 We have a preferred sequence of growth that supports complete, sustainable and connected communities.
- 03 Our communities have access to safe, affordable and diverse living choices.
- 04 We have well-planned neighbourhoods that support changing communities, respect cultural heritage and enjoy a unique sense of place.
- 05 We have well-planned centres and precincts that support our progressive local economy and identity.
- 06 We have infrastructure that integrates with surrounding land use and supports our growing communities.
- 07 We have an efficient, connected and resilient transport network enabled by smart technologies and innovative design.
- 08 Our communities have access to safe, affordable and diverse transport choices that make active travel easy.

## Our focus for the next five years

### Our strategy and key plans

- **Growth Management Strategy** - Develop and deliver a new Growth Management Strategy to guide the achievement of our aspirations for 'well-planned places' over the next 20-years and beyond, and alongside our other key strategies, provides a framework within which the region's growth will be managed.
- **Integrated Transport Strategy** - Develop and deliver a new Integrated Transport Strategy to guide the achievement of our transport aspirations over the next 20-years and beyond and provides a framework for integrated transport planning and management across the region.
- **Moreton Bay Planning Scheme** - Continue to implement and update the Moreton Bay Regional Council Planning Scheme 2016 which guides the vision for growth and development in the region to 2031 and includes a Local Government Infrastructure Plan that identifies and prioritises trunk infrastructure to support growth.
- **The Mill at Moreton Bay PDA Development Scheme** - Continue to deliver outcomes of the Priority Development Area (PDA) to achieve a major integrated education, residential and employment hub.
- **Moreton Bay Infrastructure Plan** - Develop and deliver a new Moreton Bay Infrastructure Plan to guide planning for all major asset classes and deliver integrated and sustainable outcomes for the region.
- **Transport Network Plan** - Review our suite of transport network plans and transition to a single Transport Network Plan that will guide planning for roads, active and public transport, and green infrastructure transport networks.
- **Open Space Plan** - Review and transition our Open Space Strategy 2012-2031 and Green Infrastructure Strategy 2012-2031 to a new Open Space Plan to enable the continued enhancement of our open space network including natural areas, recreational parkland, sports fields, civic spaces.

## Our key initiatives

### Development Assessment and Compliance

Continue to implement the region's planning schemes and regulate growth and development in the region.

### 'Reshaping Our Region's Planning' Program

Continue to implement the endorsed Reshaping Our Region's Planning Program which recalibrates the current way in which growth and development is managed in the region. This program incorporates key initiatives including the following:

- **New Moreton Bay Regional Planning Scheme**  
Develop a new Moreton Bay Regional Council Planning Scheme that will integrate and respond to key directions and outcomes of council's key strategies.
- **Neighbourhood Planning Program**  
Continue to implement and grow our Neighbourhood Planning Program rolling out neighbourhood plans in identified places.
- **Housing Needs Investigation**  
Investigate the region's current and future housing needs to ensure matters such as housing choice, diversity and affordable living options are sufficiently planned for and are being delivered in the right locations.
- **Centres and Commercial Areas Investigation**  
Investigate supply and demand for the region's current centres and retail lands and make recommendations to inform future employment, land supply delivery and policy directions.
- **Urban Areas Employment Lands Investigation**  
Investigate supply and demand for the region's current urban employment lands (excluding centres and retail lands) to identify any implications and make recommendations to inform future employment land supply delivery and policy directions.
- **New Urban Growth Model**  
Deliver a single, integrated employment and residential development model that can provide long term development scenarios to inform land supply, land use, infrastructure and financial planning.

- **Great Places Program**

Continue to support the delivery of best-practice built form and excellence in urban design, place making and heritage outcomes.

### Transport Planning, Investigations and Advocacy

Deliver initiatives to plan the transport networks for current and future growth across the region. This initiative includes planning activities such as the Local Government Infrastructure Plan and other planning scheme amendments, transport corridor investigations, passenger rail planning study, infrastructure planning for key growth areas and advocacy with the State and Federal governments.

### Transport Corridor, Road Safety and Capacity Improvements

Deliver upgrades to major transport corridors to improve safety, and capacity across the region to meet design standards and desired standards of service for vehicle speed, congestion, access and parking. This initiative includes programs such as road resurfacing, road capacity, road safety and green infrastructure.

### Active Transport and Pedestrian Safety Improvements

Deliver active transport and pedestrian safety initiatives to improve connectivity across the region. This initiative includes programs such as pathway renewals, active transport improvements, missing links pathways program, pedestrian safety, bridges and boardwalks, accessible schools, and wayfinding signage.

### Public Transport Improvements

Deliver public transport initiatives to improve public transport services across the region, including bus shelter and bus stop (renewal, upgrade and new) programs, development of a public transport action plan and advocacy for the community with the State and Federal governments.





## How we will know we succeeded

### Our measures of success

- 01 Achievement of ShapingSEQ dwelling targets.
- 02 Increased housing diversity across the region.
- 03 Increased housing within walkable distance of local employment, parks and public transport.
- 04 Increased community participation in public and active transport.
- 05 Improved local road safety.
- 06 Improved resilience of our road network to natural hazards.
- 07 Improved connectivity of open spaces with local destinations.
- 08 Increased tree shade cover provided to walking and cycle paths.

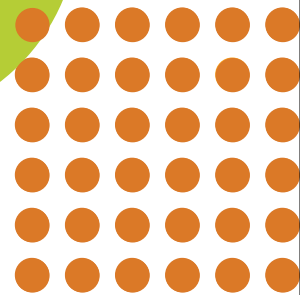
## What our communities can do to contribute

### Community contribution

- Become familiar with the plans in place for managing growth and development in the region including the Moreton Bay Regional Council Planning Scheme.
- Provide your input on planning scheme amendments and development applications in your neighbourhood.
- Get involved in neighbourhood planning activities to help shape and manage development in your neighbourhood.
- Consider living in a location that is close to the services and amenities that you need in order to reduce driving and related living expenses.
- Choose active or public transport over private vehicle usage where possible and participate in events such as 'Ride-to-Work Day' and 'Ride-to-School Day'.



# Our Progressive Economy



USC student.

## **Our Goal:**

**By 2033, our Moreton Bay will have a progressive and robust economy that capitalises on its unique competitive advantages, partnerships and technology.**

# Snapshot

## A snapshot of our economy today



**\$17.7 billion**

local economy  
(NIEIR 2020)



**29,945**

local businesses  
(ABR 2021)



**139,819**

local jobs  
(NIEIR 2020)



Largest industry (by employment) is health care and social assistance with 22,178 people employed, followed by retail trade (19,244), construction (18,254), education and training (18,561) and accommodation and food services (13,561)  
(NIEIR 2020)



**\$50,627**

median personal income (excluding Government pensions and allowances) compared to the national average \$51,389  
(ABS 2019)



**4.1 million**

day and overnight visitors each year, generating \$949 million in local economic activity  
(TRA 2019)



Major events sponsored by council is driving tourism recovery and additional economic activity



**80%**

of local jobs are filled by local residents (employment self-sufficiency)  
(NIEIR 2020)



**60%**

of local residents have a post-school qualification, with 52% of these having a diploma or higher degree  
(ABS 2016)

## Key services we deliver

- Local Business Support
- Investment Attraction
- Major Project and Opportunity Identification
- Major Event Attraction
- Commercial Leasing
- International Relations
- Strategic Industry Partnerships
- Digital Industry Transformation
- Trade Connections

# What we want to achieve together

## Our outcomes

- 01 We have a thriving local economy that builds our business reputation and supports our investment credentials.
- 02 We provide a supportive environment to grow local businesses, industry and jobs and help them realise opportunities in the circular economy.
- 03 We are a top 10 Australian regional knowledge and innovation hub.
- 04 We are nationally recognised as the engine room of the South East Queensland (SEQ) economy.
- 05 We are a key contributor to achieving State significant projects such as the 2032 Brisbane Olympics and Paralympics.
- 06 We have strong industry leadership and collaboration that harness our collective strength.

## Our focus for the next five years

### Our strategy and key plans

- **Economic Development Strategy** - Continue to deliver our Regional Economic Development Strategy (known as the REDS) to guide the achievement of our aspirations for a progressive economy over the next 20 years and beyond and set a framework for driving sustainable industry and business growth and job generation creating a bigger, bolder, brighter future for our communities.
- **Trade and Investment Plan** - Develop and deliver a new Trade and Investment Plan to establish a trade and investment profile and investment framework, including the information, advice and services to businesses, industry and governments that will be delivered to progress our Moreton Bay's economic interests.
- **Food and Agribusiness Plan** - Develop and deliver a new Food and Agribusiness Plan to develop programs and resources to address challenges, opportunities and global trends in order to strengthen the industry's position and to capitalise on opportunities for growth.
- **Advanced Manufacturing Plan** - Develop and deliver a new Advanced Manufacturing Plan to develop programs and resources to address challenges, opportunities and global trends in order to strengthen the industry's position and to capitalise on opportunities for growth.
- **Major Events and Sports Plan** - Develop and deliver a new Major Events and Sports Plan to develop programs and resources to address challenges, opportunities and global trends in order to strengthen the industry's position and to capitalise on opportunities for growth.
- **Tourism Opportunities Plan** - Develop and deliver a new tourism plan to address challenges, opportunities and global trends in order to strengthen the industry's position and to capitalise on opportunities for growth.
- **Knowledge, Innovation and Entrepreneurship Plan** - Develop and deliver a new Knowledge, Innovation and Entrepreneurship Plan to develop programs and resources to address challenges, opportunities and global trends in order to strengthen the industry's position and to capitalise on opportunities for growth.



## Our key initiatives

### Growing Local Industry

Support key industry sector growth through capacity building, coordinated workforce development and strengthening business-to-business (B2B) connections.

### Securing Infrastructure

Support the delivery of region building projects including The Mill at Moreton Bay, SEQ Northern Freight Terminal, Wamuran Irrigation Scheme, North Harbour Priority Development Area, and Scarborough Harbour Masterplan through evidence-based advocacy and policy design to realise infrastructure and business investment and contribute to the REDS goals.

### Investment Attraction Opportunities

Grow inward trade and investment and our Moreton Bay's reputation as a desirable business and investment destination through targeted investment attraction campaigns, sound business friendly processes and improved digital infrastructure, with a focus on knowledge-based industries.

### Knowledge and Innovation Hub

Establish an entrepreneurial hub targeted at businesses with high growth ambitions and foster local entrepreneurial capabilities by enhancing and supporting our existing local innovation ecosystem and enhancing a culture of innovation and entrepreneurship.

### Embracing Shared Leadership

Cultivate and harness industry and community leadership to drive collaboration with and across government, streamline advocacy efforts and strengthen our Moreton Bay's business identity.

### Leveraging the Olympics Opportunity

Position our Moreton Bay to play a key role in the lead up to and delivery of the 2032 Olympic and Paralympic Games by securing new sporting venues and tourism experiences and relevant industry development investment. Continue to support the attraction and delivery of key festivals and major events to build the reputation of our Moreton Bay economy.



# How we will know we succeeded

## Our measures of success

- 01 Increased local business retention and attraction.
- 02 Increased major event attraction.
- 03 Increased inward investment.
- 04 Improved use of our assets to support the local economy.
- 05 Increased investment in region building projects.
- 06 Achievement of top 10 ranking as a knowledge and innovation hub.
- 07 Strengthened regional business identity.
- 08 Increased attraction of our Moreton Bay as a tertiary study destination.

# What our communities can do to contribute

## Community contribution

- Support local businesses by attending local events, performances and experiences and buying locally wherever possible, #Backalocal.
- Plan a staycation to discover the hidden treasures and great adventures available within our Moreton Bay.
- Use #TeamMoretonBay and tell the world why you love living, working and playing in our Moreton Bay.

## Business contribution

- If you are a business support #TeamMoretonBay by procuring locally, celebrating your successes publicly, and showcasing your excellent employees and their capability, so as to promote our credentials and raise the profile of your industry and our Moreton Bay.
- Become a state or national award winner enabling you to be an 'employer of choice' and help to attract and retain top talent, investment and jobs for our economy.
- Celebrate and showcase that you are located in our Moreton Bay rather than referencing a Brisbane North address.
- Invest locally, create and support local supply chains and employ local residents which are great ways to support our communities and our Moreton Bay as a whole.
- Join or feed your ideas into the Regional Economic Development Strategy Taskforce who provide advice and guidance to us on its implementation.

# Our Engaged Council



Council's Pathway Patrol use e-bikes that report defects in footpaths and bikeways.



## **Our Goal:**

**By 2033, our Moreton Bay Regional Council will be an accountable, transparent, engaged and responsive organisation committed to great customer experiences and continuous innovation in service delivery.**

# Snapshot

## A snapshot of our council today



Council has a community trust rating of 3.1 out of 5<sup>1</sup>  
(Moreton Says 2021)



**\$7.3 billion**  
council assets managed



**31%**  
equating to \$53.6million  
local procurement



**1 in 3**  
customers interact with  
council online (an increase  
from 1 in 10 in 2019)



**750+**  
devices and sensors  
in council's smart  
technology network



**30**  
council waste trucks fitted with  
artificial intelligence to transmit  
footage of local road conditions  
to council's asset management  
system for actioning



**2,022**  
team members (67% of whom  
live within Moreton Bay)



**65,000**  
council Facebook followers



**\$743 million**  
council budget in 2021-2022

<sup>1</sup> Moreton Says Pulse Survey Report, November 2021

## Key services we deliver

- Advocacy
- Media and Communications
- Community Engagement
- Customer Services
- Technology Services
- Digital Innovation
- Financial Management
- Procurement
- Asset Management and Maintenance
- Project Management
- Fleet Management
- Building and Facilities Planning and Maintenance
- Corporate Governance
- Corporate Planning
- Executive Services
- Legal Services
- Internal Audit
- People and Culture
- Wellbeing and Safety

# What we want to achieve together

## Our outcomes

- 01 We are leaders in good governance and sustainably manage our finances and assets.
- 02 We actively plan for the future and advocate in the best interests of our communities.
- 03 Our communities are engaged, heard and informed.
- 04 We are responsive, trusted and provide great customer experiences.
- 05 We harness technologies to drive innovation, efficiencies and informed decision-making.
- 06 Our teams are safe, inclusive, capable, and empowered to deliver their best.

## Our focus for the next five years

### Our strategy and key plans

- **Organisational Excellence Strategy** - Develop and deliver a new Organisational Excellence Strategy to guide the achievement of our aspirations for an 'engaged council' over the next 20 years and set a framework for service excellence, innovation and continuous improvement across our operations to support our communities.
- **Long-Term Financial Plan** - Continue to review and update our ten-year rolling financial forecast to monitor our long-term financial sustainability, enable early identification of any financial issues and inform the annual plan and budget.
- **Strategic Asset Management Plan** - Continue to deliver our Strategic Asset Management Plan to enable the proactive management of our community assets supporting the delivery of cost-effective, sustainable services to our current and future communities.
- **Governance and Integrity Plan** - Continue to deliver our Governance and Integrity Program to ensure the continuous improvement of governance systems and practices to improve trust and confidence of our communities and other stakeholders in council.
- **Advocacy Plan** - Continue to deliver our Advocacy Plan 2021-2024 to guide our advocacy efforts and build strong, collaborative relationships with our partners on initiatives such as major infrastructure, policy reform and services that will deliver greater benefit for our communities.
- **Digital Action Plan** - Progress our Digital Action Plan to deliver smart technology solutions that improve our efficiency, service delivery, sustainability and liveability for our communities.
- **People and Culture Plan** - Develop and deliver a new People and Culture Plan to build a safe, inclusive, capable and empowered workforce and leadership culture that supports our teams to perform at their best.
- **Reconciliation Action Plan** - Deliver council's 'Innovate' Reconciliation Action Plan (RAP) to ensure that we can position ourselves to advance reconciliation based on the core pillars of relationships, respect and opportunities

## Our key initiatives

### Place Branding Initiative

Develop and communicate a destination brand that reflects the unique identity of our Moreton Bay and supports our future aspirations.

### Moreton Bay City Proposal

Develop a submission to change our classification from a 'Regional' to 'City' Council in consultation with our communities and harness an unprecedented opportunity for our Moreton Bay to be a new kind of city.

### Brisbane Olympic Games Legacy

Explore funding and advocate for other long-term social, environmental, and infrastructure opportunities for our communities to capitalise on the 2032 Olympics and Paralympics and ensure lasting and sustainable benefits through the Mayor's 2032 Legacy Working Group.

### The Mill at Moreton Bay Governance

Continue to support the effective operation of our beneficial enterprise, Millovate, to oversee the successful development and activation of The Mill at Moreton Bay as a landmark destination.

### Reconciliation Program

Continue to improve council's capacity to deliver positive outcomes for our Traditional Owners and all First Nations communities through responsive policy as well as cultural awareness and training for council team members.

### Local Laws Review

Progress the review and implementation of our suite of new local laws to respond to the current and future needs of our communities.

### Strategic Procurement Framework

Deliver a new framework to support strategic procurement practices which enable cost savings and better outcomes for our local suppliers and capital program delivery.

### Data-Driven Asset Management

Continue to transform our asset management capabilities through improvements to planning and technology that enables more efficient use of data to optimise reactive versus planned maintenance and investment.

### Community Engagement Framework

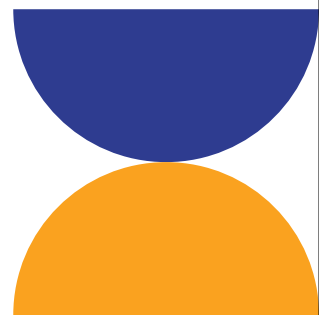
Deliver a renewed Community Engagement Policy and Framework to provide us with a clear, consistent and effective approach to engaging with our communities on matters which are important.

### Moreton Says Program

Continue to deliver our Moreton Says engagement program to provide more opportunities for our communities to contribute to shaping our current programs and planning for the future.

### Technology Program

Continue to deliver innovative business systems and digital processes to drive more integrated service delivery, improved customer experience and data informed decision making.





## How we will know we succeeded

### Our measures of success

- 01 Community trust in council is greater.
- 02 Our responsiveness meets the expectations of our communities.
- 03 Improved opportunities for communities to connect and engage with us.
- 04 We have the financial capacity to meet our long-term commitments.
- 05 Increased our spend with local suppliers.
- 06 Increased service innovation through technology.
- 07 Our infrastructure provision meets the needs of our growing population.
- 08 Improved team member engagement, safety and well-being.

## What our communities can do to contribute

### Community contribution

- Actively engage with us through the 'Your Say Moreton Bay' online platform and events to share your ideas and provide feedback.
- Use our online services where available to reduce paper, speed responses and increase efficiency.
- Keep our Moreton Bay liveable and safe by providing feedback on services, facilities, infrastructure and maintenance problems we can fix.
- Keep us accountable by asking questions, keeping informed by reading your divisional Councillors' newsletters, and providing us with constructive feedback on what we can do better.
- Be respectful when interacting with our people - we are here to help you.



# ACHIEVING OUR PLAN

# Achieving our Plan

## Informing our annual planning

We are committed to achieving our corporate plan and building trust with our communities. Our annual operational plan and budget guides priority setting and the allocation of resources to progress our vision and corporate plan each financial year. This will ensure our short-term priorities and commitments are both strategically aligned and affordable.

## Informing our long-term strategies and plans

We are in the process of refreshing our suite of long-term strategies which will be adopted within the first year of this plan. These strategies will replace many of our existing strategies and plans adopted by council over the last 10-20 years.

Our new strategies build on these strong foundations, while enhancing alignment and integration, and positioning the organisation in the current context.

We will have six long-term strategies that support the strategic pillars of the corporate plan. They form the long-term strategic policy positions of council and work together to inform successive corporate and operational plans, budgets and delivery. They also provide the foundation for advocacy to the state and other agencies through the adoption of policy positions which are supported by our communities.

Our strategies will be supported by a suite of key plans delivered over a medium-term outlook. These plans will provide further detail on what we will do to implement our long-term strategies.



## Informing our planning scheme

Our Moreton Bay Regional Council Planning Scheme is an important tool for the implementation of council's long-term policy directions and delivers on the ground outcomes through the development process. The scheme is a living document which can be amended through a statutory plan making process. Any changes to the planning scheme requires public notification and community engagement.

Our regional strategies may inform amendments to the planning scheme and will also inform the drafting of a new planning scheme which will occur within the timeframe of this plan. Our strategies do not replace or seek to circumvent the planning scheme. However, they can be referenced for strategic direction where the planning scheme is silent on a matter and used where the planning scheme does not apply.

## Monitoring and reporting our success

Our performance towards achieving this plan will be monitored and reported through our annual reports. We will also report quarterly on a range of service performance indicators that support the annual operational plan.

These reports will allow us to monitor its progress and pursue continuous improvement. They will be shared with our communities to drive transparency and accountability.

Our corporate plan is a living document. As we continue to engage with our communities, we will make adjustments as required, with a major review every five years, to ensure it remains relevant, is achieving the intended outcomes and meeting community expectations

**Collaboration is at the  
core of achieving our Plan.**

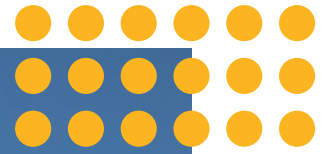
## Managing our risks

Risk management is an essential part of corporate planning and governance. It helps us to manage risks and opportunities that may impact on our ability to deliver on our vision and Corporate Plan.

We are committed to embedding a proactive risk culture across the organisation. Our enterprise risk management program will continue to work towards a risk maturity that ensures sound risk management practices are integrated into strategic and operational planning, budgeting and project prioritisation processes.

While we typically have a low appetite for unmitigated risks, it is recognised we may need to take some considered risks to ensure that infrastructure and services is able to respond to projected growth and meet the needs of our communities now and into the future.





Event along the foreshore.

# More Information

Our website includes further information on the services, initiatives and projects that we are delivering to our communities.

Our website and social media is also frequently updated with the latest news and events and provides access to our online services and Your Say engagement platform that enables our communities to provide feedback and stay engaged with us.

Visit [moretonbay.qld.gov.au](http://moretonbay.qld.gov.au) or [yoursay.moretonbay.qld.gov.au](http://yoursay.moretonbay.qld.gov.au)

## Community engagement process

Our corporate plan has evolved through consultation with our councillors, council team members, and importantly our communities. It has been informed by a robust evidence base and deliberative community engagement. Council's Moreton Says engagement program has supported our engagement on the plan. You can find the detailed results of our engagement via [yoursay.moretonbay.qld.gov.au](http://yoursay.moretonbay.qld.gov.au).

We are committed to ongoing community engagement to ensure this plan stays relevant and continues to bring the voices of our communities into our planning and decision-making.

## Performance reporting

Monitoring our progress is critical to ensure the effectiveness of this plan. We have identified key performance indicators for each of the measures of success described in this plan and assigned corporate responsibility for data collection and reporting. You can contact council's governance branch if you would like more information via [mbrc@moretonbay.qld.gov.au](mailto:mbrc@moretonbay.qld.gov.au).

# Reference List



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