

Organisational Excellence

Strategy 2042





Welcome

The Organisational Excellence Strategy 2042 provides an aspirational roadmap to guide the actions of Council to achieve our long-term vision and strategic directions for sustainable organisational excellence over the next 20 years.

This strategy will help to deliver the 'Our Engaged Council' goal and outcomes identified in the Corporate Plan 2022-2027. It sets strategic priorities, measures, and actions to advance our outcomes over the short, medium and long-term. It also provides a clear approach to regular monitoring and reporting our progress towards achieving these outcomes.

It is one of six Council strategies that will play a central role in delivering long-term transformational change as our region grows and evolves. Together they enable an integrated and balanced approach to planning, ensuring our natural environments are protected and our communities have the services and infrastructure they need.

This strategy focuses on our planning, processes, technology, people and culture. It brings the many pieces together to improve organisational performance and lays the foundations for continuous improvement and innovation. This will enable us to deliver better value for our communities and achieve our vision.

The Organisational Excellence Strategy 2042 represents our first steps towards a whole-of-council approach to sustainable organisational excellence. It builds on the strong foundations established over the last decade, while addressing identified gaps, enhancing integration, and positioning the organisation to address emerging challenges and opportunities.

This strategy has been developed collaboratively through engagement with our communities, Councillors, and Council teams. Ongoing engagement underpins the strategy's success.

What is organisational excellence?

Organisational excellence represents an aspirational concept that places the community at the centre of service design and delivery.

An organisation committed to excellence strives to create an internal framework of standards and processes to engage and motivate employees to deliver and achieve consistent and outstanding service to customers and stakeholders. It ensures that all levels of the organisation participate in continuous improvement.

Council's approach to organisational excellence will be a continuous improvement journey to achieve the strategy's outcomes and priorities. We will focus on building the organisation's capability to implement and measure excellence over time.

It positions us to deliver all of Council's five strategic pillars and strategies in a way that maximises the value of our services to every part of our diverse communities.

Corporate Plan 2022-2027

Our Vision

Our Moreton Bay. Amazing places. Natural spaces.

Our purpose

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 Strategic Pillars



Our Goal:

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.

Community Wellbeing Strategy



Our Goal:

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

Environment and Sustainability Strategy



Our Goal:

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

Integrated Transport Strategy
Growth Management Strategy



Our Goal:

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

Economic Development Strategy



Our Goal:

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.

Organisational Excellence Strategy

Our Values

Service, Teamwork, Integrity, Respect, Sustainability



Acknowledgement

We acknowledge the Jinibara, Kabi Kabi, and Turrbal peoples as the Traditional Custodians of the land, seas, skies and waterways of the Moreton Bay region and beyond, 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 Aboriginal and Torres Strait Islander peoples and this connection is enduring.

We are committed to working in partnership with Traditional Custodians and other Aboriginal and Torres Strait Islander communities to shape a shared future that celebrates Aboriginal and Torres Strait Islander histories, cultures and contributions as an irreplaceable foundation of our region's collective identity.

Innovate Reconciliation Action Plan

As this strategy was being developed, Council was also developing its first Innovate Reconciliation Action Plan (Innovate RAP), informed by Aboriginal and Torres Strait Islander voices.

The Innovate RAP aims to improve Council's capacity to deliver positive outcomes for Aboriginal and Torres Strait

Islander communities by acting as a foundation for respectful relationships, stronger partnerships and meaningful opportunities.

The Innovate RAP, along with our broader reconciliation activities, recognises the important role and deep traditional knowledge of Traditional Custodians and Aboriginal and Torres Strait Islander communities in looking after our environment and caring for our region.

It builds on existing work to strengthen positive relationships with the region's Aboriginal and Torres Strait Islander communities through initiatives such as the Moreton Bay Murri Network and Yarning Circle, Local Aboriginal Languages Project, Welcoming Places in our libraries, and cultural heritage preservation.

The Innovate RAP will help us to effectively leverage our resources and influence to combat racism and support equity and opportunities for all our region's peoples. It represents a deliberate step on a longer journey that will occur throughout the life of this strategy.

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Status

This Strategy was adopted by Council resolution on 14 June 2023.

Disclaimer

Moreton Bay Regional Council and its officers accept no liability for decisions made based on information, expressed or implied, provided in this document.

Message from the Mayor

We believe that an organisation committed to excellence places its communities at the heart of service delivery. It also engages and motivates its employees to deliver outstanding service to its customers and stakeholders.

We will continue to strengthen Council's reputation as an engaged organisation that is accountable, transparent and responsive to our community's expectations. We want to provide great customer experiences and drive continuous improvement and innovation in the way we design and deliver our services for you.

One of the greatest measures of Council's success will be our financial sustainability. It is our duty to ensure we remain in a healthy fiscal position so that we are able to achieve our long-term vision through the delivery of major infrastructure projects and the day-to-day services and programs our communities expect.

We know there will be tough decisions ahead, especially in an uncertain economic climate. A renewed focus on openness and accountability will see us further strengthen Council's governance and decision-making frameworks. We hope that through increased communication and more proactive engagement, our communities will have the information they need to understand the decisions we make.

Importantly we will also implement our first Reconciliation Action Plan. This is long overdue and will promote greater understanding,



value and support for our local Aboriginal and Torres Strait Islander cultures and histories. This strategy will help to ensure the voices of our Traditional Custodians and Aboriginal and Torres Strait Islander communities are elevated in planning and decision-making.

This is a continuous improvement journey that will require harnessing new technologies and skills to drive innovation and efficiencies as we continually strive for excellence as part of our commitment to becoming a future focused Council.

Peter Flannery
Mayor Moreton Bay Regional Council

Our Moreton Bay

Our region today

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

It has been home to the Jinibara, Kabi Kabi, and Turrbal peoples for thousands of years and they continue to have a deep connection to and custodianship of the region's land, seas, skies and waterways.

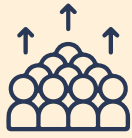
Today our region and its communities are home to people from a wide range of cultural backgrounds and welcomes visitors from all parts of Australia and around the world. We have a diverse range of community, cultural, sporting and recreation activities that contribute to an enviable lifestyle.

Our region is recognised for its natural beauty with access to the iconic waters of Moreton Bay and the D'Aguilar mountain range. We have extensive waterways, wetlands and bushland corridors with an abundance of wildlife, much of which has national and international significance.

Our region is growing with around 10,000 new residents each year and a population nearing 700,000 by 2042. We have a diverse set of urban, seaside, semi-rural and hinterland communities linked by multiple urban centres including Caboolture, Morayfield, North Lakes, Redcliffe, Strathpine, and other smaller centres that support jobs and services for our communities.

Our region's economy has evolved as the engine room of the South East Queensland economy. We are a flourishing base for a range of sectors including advanced manufacturing, food and agribusiness, tourism and knowledge-based industries. Our proximity to key transport and logistics infrastructure provides direct access to domestic and global markets, supporting our ability to attract investment, tourism and other economic opportunities.





Nearing 500,000

Population
(additional 200,000,
nearing 700,000 by 2041)



3rd largest

Local government in
Australia by population



3rd largest

Number of residential
dwellings in Australia
(185,149 dwellings plus over
90,000 by 2041)



5th fastest growing

Local government in
Australia by population
(2.2% annual growth)



2,045km²

Land area



3,806km

Roads



294km

Coastline and
estuaries



14,000+ha

Reserves and
local parks



\$19 billion+

Local economy



32,000+

Registered businesses



4 million+

Visitors each year



3,000+

Students at UniSC
Moreton Bay



39 years

Median resident age



94.4%

Residents in the labour
force are employed



49.5%

Residents live and work in
the region



65%

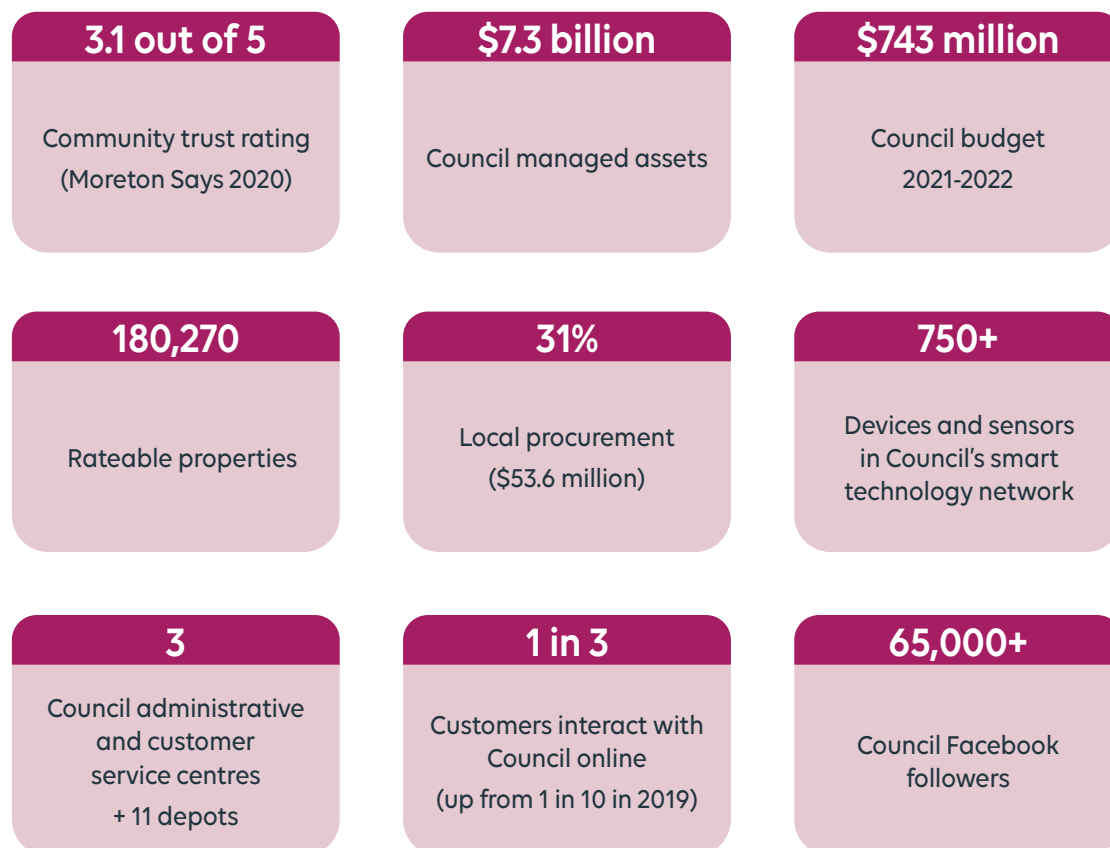
Residents travel to work
by car

Source: Census 2021, Australian Bureau of Statistics; Queensland Government Statistician's Office, Population Projections, 2018; National Institute of Economic and Industry Research, Moreton Bay Region Economic Profile, 2022, compiled and presented in economy.id; Australian Business Register, 2022



Our organisation today

Moreton Bay Regional Council was established in 2008 and is responsible for a wide range of services that support our communities, businesses and visitors.



Our logo symbolises our region's strength as we move forward and embrace the future, its opportunities and challenges.

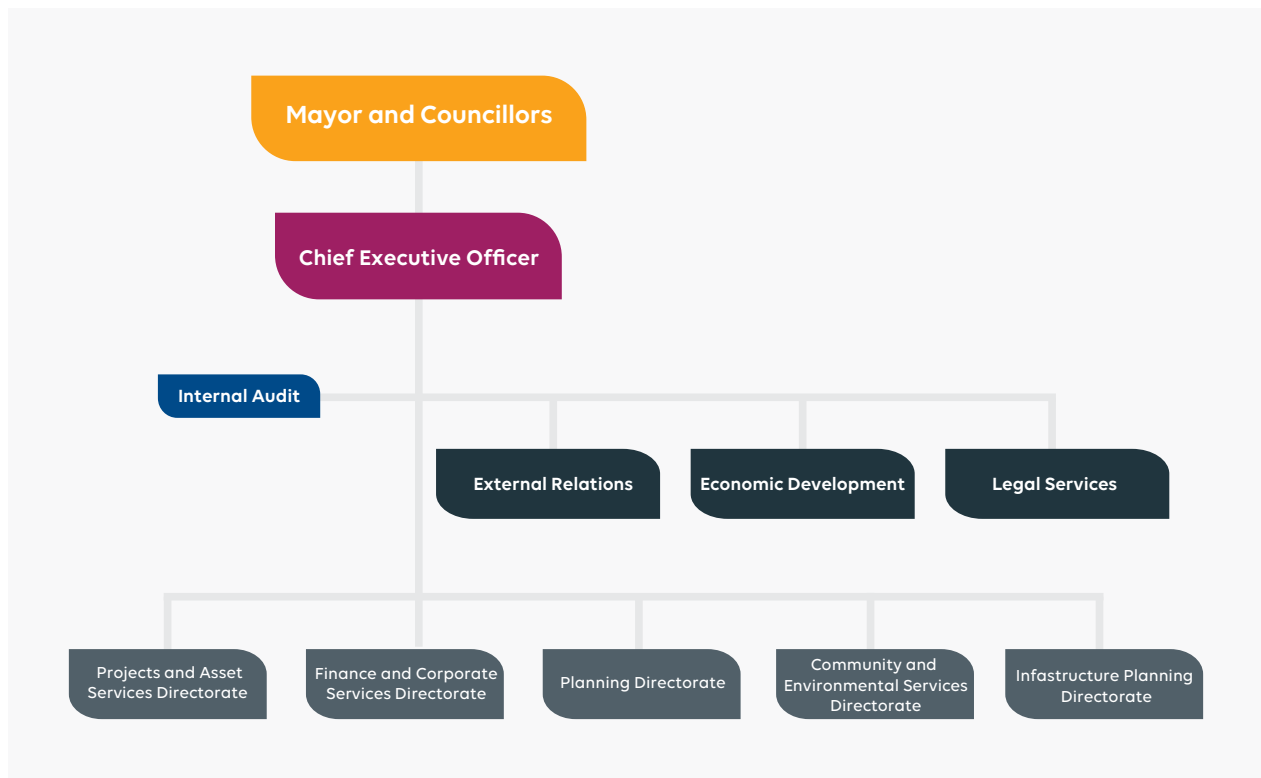
- The blue represents our bay and waterways,
- The orange represents our lands,
- The green represents our mountains and natural environments, and
- The dots represent the diverse communities that call our region home.



Our governance structure

Our elected Council consists of the Mayor and 12 Councillors . Council sets our corporate structure which is overseen by the Chief Executive Officer (CEO). The CEO is responsible directly to Council.

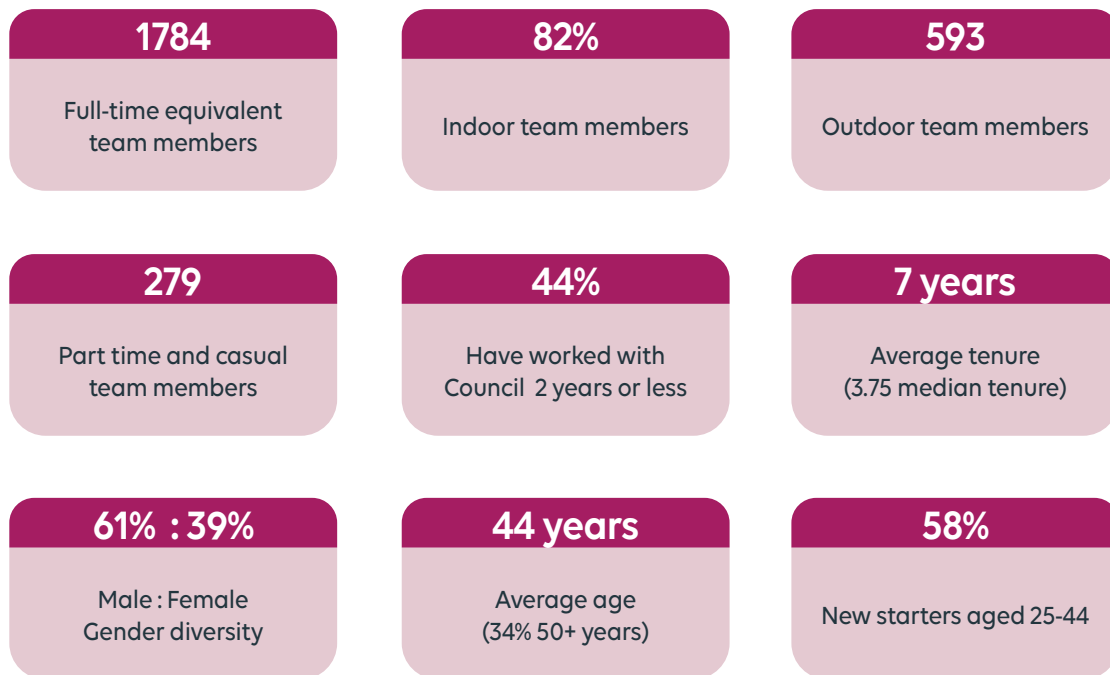
Council's functions and services are managed across the Office of the CEO and five Directorates. We have departments and branches within each Directorate.





Our workforce profile

Council is one of the largest employers in the region with 2,062 team members (as at 30 June 2022). Our teams are based out of three administrative and customer service centres and several depots. More than 67% of our team members live in the region.



Like many other Australian councils, we are facing increased employee mobility and turnover driven by the COVID-19 pandemic and global trends - and these challenges are expected to continue. We are also faced with managing a high proportion of team members aged over 50 years, in a region with a higher percentage of older residents and rapidly changing technology that impacts how we live and work.

Council is already investing in our recruitment and retention strategies to meet skills shortages and improve succession planning. These strategies will be delivered alongside nurturing existing employees and supporting career progression to meet current and future capability requirements.

While the diversity of our workforce is improving, there is more work to do. The benefits of ensuring a diverse workforce include better local representation, improved communication and a better understanding of the issues affecting our communities.





Our drivers of change



Council's Corporate Plan 2022-2027 identifies six drivers of change that will continue to influence our work over the next 10-20 years: sustainability, planning for growth, community identity, digital transformation, community trust and adaptive workplaces.

These drivers and the following organisational trends and challenges are likely to have a significant impact on how we manage for organisational excellence now and into the future. Their opportunities underpin this strategy's priorities and actions.

Organisational trends, challenges and opportunities

Governance and transparency

A renewed focus on integrity, openness and accountability across the public sector will drive the focus on maturing our governance frameworks, including risk, fraud, compliance and procurement to ensure these stay up to date. This will strengthen the foundation to build trust and confidence with our communities.

Legislative complexity

Our legislative environment will continue to increase in complexity with a greater emphasis on environmental protection, privacy and cybersecurity. This requires an integrated centre-led solution to maintain visibility and effectively manage compliance risks and opportunities. Our local laws will also need to keep pace with changing community needs and expectations.

Leadership and capability

Growing new and emerging capabilities is critical in a changing environment. Continued investment in leadership development across the organisation is a priority. It will provide opportunities to strengthen organisational alignment and drive performance improvement through a shared understanding of our vision, purpose, values, strategy and culture and the role team members play to deliver it.

Talent acquisition

Competition for skills, capability and talent will drive the need for a more strategic approach to talent acquisition. There will be greater emphasis on leveraging internal talent to reduce attrition rates and recruitment costs while increasing team member engagement. The transition to automation will be complex and requires a collaborative approach to redefine jobs and provide opportunities for re-skilling.

Ways of working

Agile and flexible working will continue to evolve. There will be new demands on communication and information exchange between team members, reinforcing the need for effective messaging, documentation and digitisation. Supporting collaboration, cross-functional project work and new partnership approaches will position Council well for the changes ahead.

Leveraging technology and data

Our digital future must be based on the foundations of strong data and insights to shape our services and support our communities. It requires strengthened data management with opportunities to link data through platforms and enable analytics across key information for timely decision-making. Council can improve its responsiveness and provide improved customer services by leveraging digitisation, automation and artificial intelligence technologies.

Customer experience focus

Our customers will continue to seek more personalisation in how they engage with Council. Inclusive engagement is central to Council being responsive. It helps us increase community trust by understanding our customers and what is important to them.

Culture

Council will need a supportive culture that rewards our team members to think and act differently as problems become more complex and customers demand a different experience. There will be greater emphasis on fostering inclusiveness, diversity and wellbeing for greater innovation and performance.

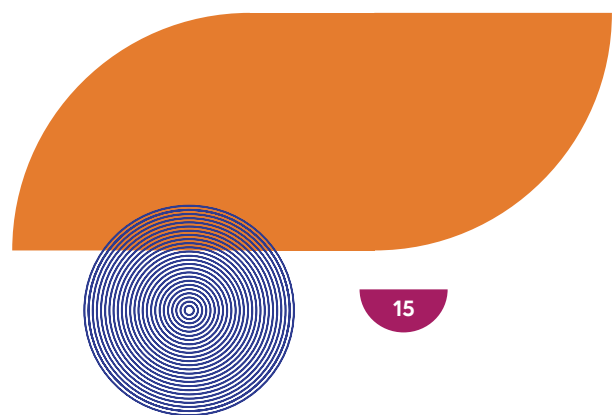
Elevating reconciliation

Understanding, valuing and supporting our Aboriginal and Torres Strait Islander heritage and culture is a priority. Council must forge strong and respectful partnerships and ensure that the voices of our Traditional Custodians and Aboriginal and Torres Strait Islander communities are elevated in planning and decision-making.

Brisbane 2032 Climate Positive Games

Council recognises that the Brisbane 2032 Olympic and Paralympic Games provide significant benefits. These include an economic boost to tourism, jobs and trade, as well as community and health benefits such as increased participation in sport and volunteering.

It is also an outstanding opportunity to engage our communities in the journey to deliver climate positive outcomes, foster local innovation and influence behavioural change. Our focus will be on creating a legacy that aligns to our vision of a region of amazing places and natural spaces for a sustainable future.



Our strategic framework

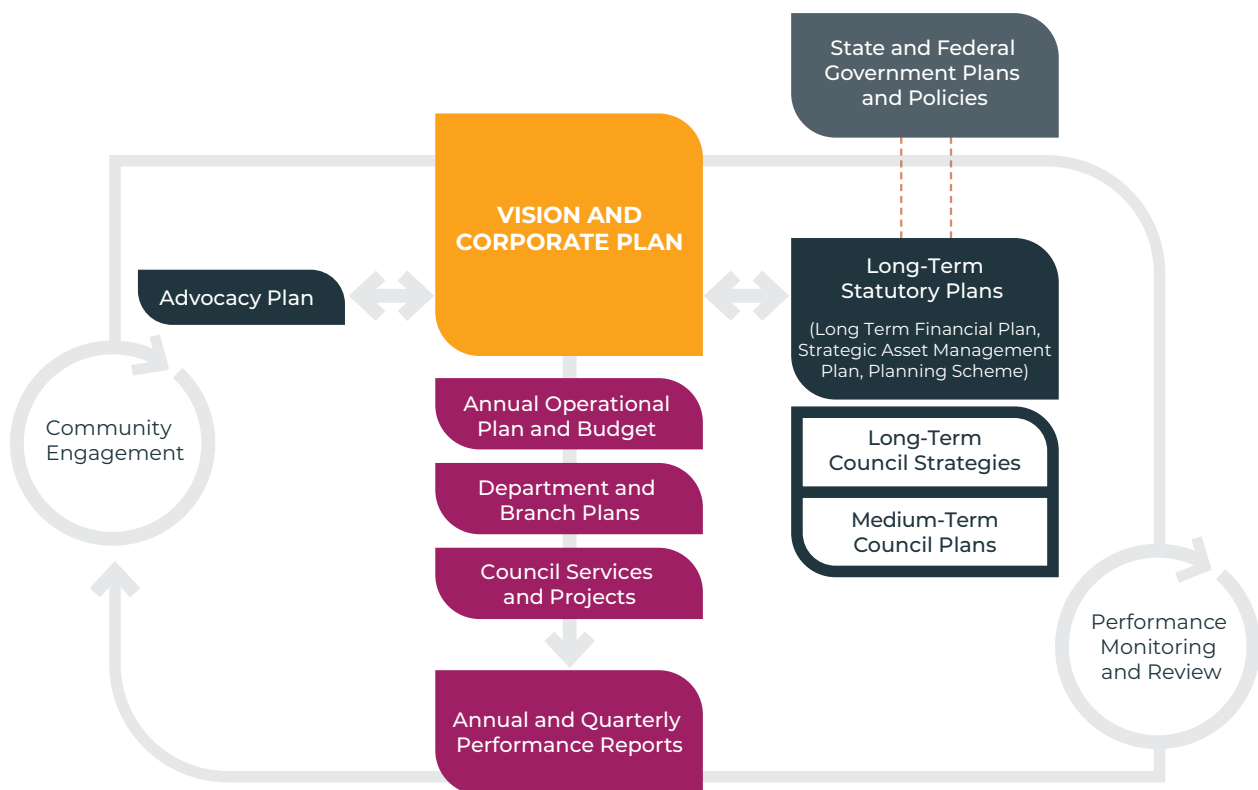
Our planning approach

Our approach to long-term planning is based on the integration of our vision, corporate plan, asset management and financial plans, the planning scheme, other planning instruments, long-term strategies and supporting plans.

Our strategies are integral to delivering long-term transformational change and responding to current and emerging trends, challenges and opportunities. They draw on all areas of Council, and are informed by consultation with our communities, stakeholders, and other levels of government.

This Organisational Excellence Strategy complements Council's other five long-term strategies through a consistent program of collective planning, decision making, performance monitoring and reporting.

Moreton Bay Regional Council's Integrated Planning and Performance Framework



Our strategy framework

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Moreton Bay Regional Council's Integrated Planning and Performance Framework



**Indicates a proposed future plan*

Existing plans will be reviewed, while other plans will be developed to address identified gaps, enhance integration and alignment with this strategy's directions.

Council policies and operational directives will also be updated to align with this strategy's directions.

Our policy influences

This strategy has been informed and guided by international, federal and state legislation, policies, plans and standards.

Achieving the strategy's priorities will contribute towards the Queensland Government's goals and targets.

Key legislation

Local Government Act 2009 and *Local Government Regulation 2012* is the principal legislation governing Council's establishment, constitution and operation.

Financial Accountability Act 2009, *Financial Management and Performance Standard 2019* and *Financial Management (Sustainability) Guideline 2013* provide the framework and guidance for Council's financial sustainability measures.

Public Sector Ethics Act 1994 outlines the fundamental principles for good public administration and governs conduct in the Queensland public service.

Human Rights Act 2019 helps build a public sector culture that respects and promotes human rights and dialogue about the nature, meaning and scope of human rights.

Right to Information Act 2009 provides the right to access information in Council documents unless this information is exempt, or contrary to the public interest.

Information Privacy Act 2009 protects individuals' personal information and how Council manages it in accordance with the information privacy principles.

Public Interest Disclosure Act 2010 encourages the disclosure of information about suspected wrongdoing in the public sector so it can be properly investigated, and action taken to fix problems. It protects disclosers (whistleblowers) from reprisals.

Public Records Act 2002 ensures that the public records of Queensland governments are made, managed, kept and, if appropriate, preserved in a useable form for present and future generations.

Work Health and Safety Act 2011 sets out requirements and standards for healthy and safe workplaces.

Key state plans

The Queensland Plan outlines a 30-year vision for Queensland, including 35 goals, measures and targets with progress reports by the Queensland Government.

South East Queensland Regional Plan (ShapingSEQ) guides regional growth and development within SEQ.

Open Data Strategy 2022-2024 outlines the Queensland Government's commitment to building a trusted open data ecosystem.

Industry standards

ISO (International Organisations for Standardisation) and Australian Standards provide quality management standards for all organisations. Council considers these standards in the development of its policies, directives, guidelines and procedures.

International Association for Public Participation (IAP2) provides industry best practice standards for community and stakeholder engagement.

Australian Business Excellence Framework provides an industry best practice leadership and management system for organisations to sustain high performance levels.

Best practice guides such as the Crime and Corruption Commission and Queensland Ombudsman resources for fraud, corruption control and complaint management.

Sustainable Development Goals

Council's vision for the future of the region reflects the United Nations Sustainable Development Goals (SDGs) which provides a shared blueprint to address common social, economic and environmental issues that impact all communities on a global and local level.

The 17 SDGs aim to ensure a holistic approach to sustainable development by aligning strategies that improve health and education, reduce inequality, and spur economic growth, while tackling climate change and working to preserve our natural environments.

This strategy aligns with the following SDGs. However, all SDGs compliment and reinforce each other to support Our Engaged Council goal and help shape better local outcomes.



Our region's support in hosting the Brisbane 2032 Olympic and Paralympic Games provides a point of focus for the achievement of these SDGs.

Council's role

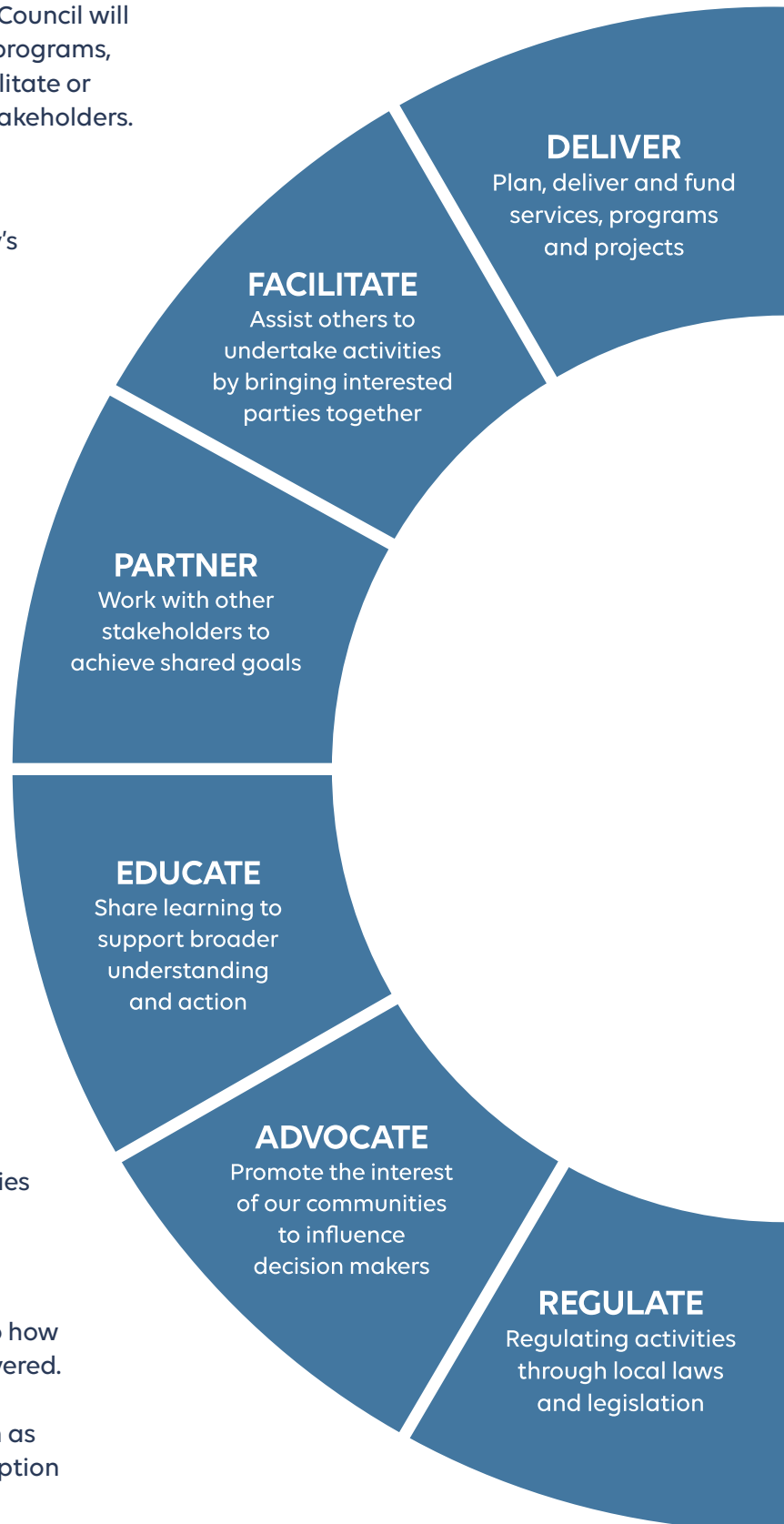
Council adopts several roles to achieve this strategy's outcomes and priorities. At different times Council will provide leadership to deliver services and programs, as well as regulate, advocate, educate, facilitate or partner with our communities and other stakeholders.

Our core services that support this strategy's delivery include:

- Advocacy
- Media and Communications
- Community Engagement
- Customer Services
- Technology Services
- Financial Management
- Procurement
- Project Management
- Asset Management and Maintenance
- Property Services
- Corporate Governance, Planning and Performance
- Executive Services and Councillor Support
- Legal Services
- Internal Audit
- People, Culture, Safety and Wellbeing.

These services are ones that our communities rarely see but are essential to enable our front-line services to deliver the best value for our communities.

In some instances there may be changes to how these services have traditionally been delivered. Innovation and adaptation are required to address challenges and opportunities such as growing community expectations and adoption of new technologies.





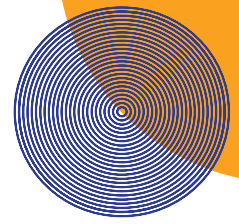
Collaboration and partnerships

Collaboration is at the core of this strategy. Our communities and other stakeholders such as government agencies, suppliers, business partners and community organisations play an important supporting role in this strategy's delivery.

Council must also advocate and partner with others to achieve our organisational priorities in areas we do not directly control, where we seek to influence change, or require additional resources.



Our engagement and research



How we developed this strategy:

Learning from existing work	Benchmarking and research	Internal consultation	Community engagement	Technical expertise
Looking at what Council is already doing has helped reflect on our existing approaches and how we can build on our successes.	Researching and learning from others has helped identify and apply best practice to address key challenges and take advantage of opportunities.	Collaborating across Council departments has helped create a strategy that is relevant to all our teams and works together with our other strategies to deliver our vision.	Our communities have provided great insights about what they value most and the priorities our strategies should address.	Seeking the expertise of technical and sector experts has helped outline and test ambitious and achievable pathways.

Working with our communities

This strategy has been informed by extensive community engagement through Council's Our Moreton program, as well as data from our Moreton Says surveys.

This comprehensive engagement exceeded previous community engagement programs. It provided several opportunities for Council's strategy teams to meet with our communities. We listened to residents and visitors across the region to ensure our long-term planning reflects their aspirations and priorities.

These engagement activities provided key insights for this strategy with a focus on the key drivers of community trust and approval, and the conditions for building stronger relationships with our diverse communities.

Council has released several consultation reports that summarise community feedback during each consultation project. These are available on Council's [Your Say Moreton Bay](#) website.

Of 3200 people surveyed:

2 out of 3 reported positive or very positive contact quality	1 in 10 reported negatively
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What we heard from our communities

Transparency builds trust	Community trust in Council reflects our transparency and accountability to external checks and balances. Our communities support a more open and inclusive governance approach to future accountability for the decisions we make now. We have an opportunity to improve our reporting to show progress towards achieving our strategies and plans.
A good plan well executed	Our communities want to understand what is happening in their neighbourhood and region and contribute to future planning. Younger and new residents are more positive about the future than older and longer-term residents. We have an opportunity to improve trust by engaging our communities early as we continue our plans to meet the region's future needs.
Improved responsiveness	Our communities value opportunities to actively participate in Council decision-making processes. They want their voices to be heard and see Council act on their concerns. We have an opportunity to build stronger more trusting relationships by following up on our commitments and showing our communities we listened.
Positive customer experiences	Our communities are satisfied with Council's management of day-to-day services and expect continuous improvement. They want a positive, consistent experience regardless of who they interact with at Council. They see the quality of these interactions as an important asset.



Working with our teams

Our team members also helped shape this strategy through targeted interviews and group forums which focused on better understanding opportunities for improvement and innovation.

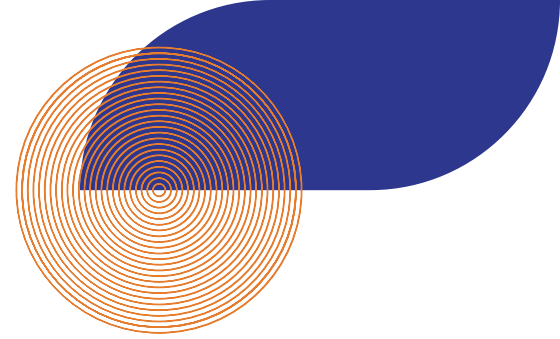
Council's Working@MBRC Survey and follow up work also provided important insights and a reliable baseline to measure improvements in how team members experience working at Council.

What we heard from our teams

Flexible working and wellbeing are important	Our team members want to feel safe at work. They value the renewed focus on wellbeing, psychological and physical safety. They want to see flexible work continue to be supported.
Pathways for communication and collaboration	Our team members value knowing what is going on in Council and executive management's current and emerging priorities. They want regular and effective communications. They also want to see a more collaborative culture, working together as one organisation, improving internal relationships and cooperation between directorates, departments, and branches to support best value decision-making.
Link between strategy and service delivery	Our team members understand the importance of having a shared vision and roadmap for the future. They want to know how success is measured and their role in it. They see better communication and integration of the vision and roadmap throughout the organisation as an opportunity for improvement and organisational alignment.
Fit for the future technology and data	Our team members want to see our technology systems fit for the future, integrated and support service-focused business requirements. They want improved digital literacy programs and opportunities to access and leverage data to predict needs and inform better value decision-making.
Positive customer experiences	Our team members want a clear and consistent approach to customer service. They see the opportunity to better define our services and service levels as important.
Greater cultural competency	Our team members showed a desire for greater cultural competency regarding reconciliation and Aboriginal and Torres Strait Islander protocols. They see Council's new Innovate Reconciliation Action Plan as an opportunity to build capability, drive change and strengthen collaboration.



Our strategy roadmap



Our journey ahead

Our strategy roadmap is structured around the following six outcomes:

Outcome 1: Leadership and governance

We are leaders in good governance and sustainably manage our finances and assets.

Outcome 2: Future planning

We actively plan for the future and advocate in the best interests of our communities.

Outcome 3: Engaged communities

Our communities are engaged, heard and informed.

Outcome 4: Great customer experiences

We are responsive, trusted and provide great customer experiences.

Outcome 5: Smart council

We harness technologies to drive innovation, efficiencies and informed decision-making.

Outcome 6: Capable people

Our teams are safe, inclusive, capable, and empowered to deliver their best.

These outcomes work together to achieve Our Engaged Council goal. Each outcome has strategic priorities to guide our approach to planning and decision-making over the next 20 years including measures of success to help track our progress.

While our roadmap is designed to show the direction we want to take, there are many options for how we put it into practice.

Our guiding principles

The following principles will shape and guide how we deliver this strategy. They work together with our organisational values and community engagement principles to support meaningful conversations to keep us on track and move beyond the status quo to achieve lasting change and value for our communities.

One council

We act as one organisation responding to our communities' changing needs and expectations.

Vision-led

We are vision-led and driven by our Corporate Plan and long-term strategies, with clear priorities and focus.

Outward looking

We have an outward mindset, acknowledging our role in sharing the responsibility for creating a more sustainable world.

Collaborative

We collaborate and work together to achieve our vision and outcomes. We recognise that meaningful engagement with our communities is a dynamic ongoing process.

Data-led

We leverage innovation, technology, data and science to achieve better outcomes for our communities.

Financially sustainable

We are a financially sustainable organisation, living within our means, ensuring best value allocation of resources.



Outcome 1: Leadership and governance

We are leaders in
good governance and
sustainably manage
our finances and assets.



Why is this important?

Council is committed to ensuring transparency and accountability in our decision making and continually improving how we do things as an organisation as we guide our region through the next 20 years.

We have spent time building the right governance foundations and developing the structures, systems, processes, technology, and culture to ensure we can fulfill our legislative role as well as deliver services that meet the needs, expectations, and aspirations of our communities. We want to reset and redirect our focus towards excellence.

Responsible long-term financial sustainability will ensure that Council remains in a healthy financial position and can deliver on our vision along with the day-to-day services and programs our communities expect. It will give Council the flexibility to make informed decisions and ensure resources are distributed fairly between current and future ratepayers.

To lead by example, we will need to balance investment in new assets to meet our growth needs with managing and maintaining existing assets. We are already progressing Council towards an advanced state of asset management practice that will continue to evolve and mature.

There are also opportunities to take a more strategic approach to our procurement to increase efficiencies, save money and achieve more sustainable outcomes for our businesses and communities.

Effective leadership and good governance are key enablers of community trust. They will build enduring confidence and respect between Council and our communities.

What we are already doing

- Implementing a Governance and Integrity Program to ensure continuous improvement of our governance systems and practices and improve our communities' trust and confidence in Council.
- Started a major review of our local laws to better respond to our communities' changing needs.
- Live streaming Council General Meetings to increase transparency and participation in decision-making.
- Developing a strategic procurement framework to strengthen internal efficiencies, savings and long-term sustainability to deliver our goals and outcomes.
- Implementing a local preference objective to support local businesses and contribute to the region's jobs target.
- Implementing an asset management maturity program to support advanced planning and optimise resource allocation for asset maintenance, renewal and upgrade.
- Developing a project prioritisation framework to increase alignment with our goals, support effective risk management and increase the delivery rate of our capital works program.

Our strategic priorities

- Support Council to provide transparent and accountable leadership, decision-making and effective communication that builds community trust.
- Embed our governance, risk and integrity culture, systems and processes to build community trust and confidence.
- Ensure Council's policies and local laws are current, align with legislative requirements and address community needs and expectations.
- Ensure Council's financial resources are managed sustainably and deliver on our long-term vision and goals.
- Strengthen our asset management approach to optimise the value of our assets for our communities now and in the future.
- Grow our project management capabilities to improve delivery success and increase alignment with our vision and goals.
- Ensure our procurement practices are robust and transparent, enabling us to achieve value for money by partnering with suppliers and businesses.

Our measures of success

Measure		Desired trend
Community trust in Council		Increase
Council spend with local suppliers		Increase
Financial sustainability ratios		Maintain
Capital project delivery		Increase
Community satisfaction with Council's local laws		Increase

Outcome 2: Future planning

We actively plan for the future and advocate in the best interests of our communities.



Why is this important?

Council has worked with our communities to develop a new long-term vision along with five pillars that provide our strategic direction for the next 20 years. This opportunity creates a renewed sense of responsibility and accountability to deliver on our commitments.

Success will require an integrated approach that links our vision, corporate plan, strategies, day-to-day operations and communications to achieve true results and value for our communities. It also requires Council to be resilient and open to more change as we implement our strategies and plans.

For our communities to be on the journey with us, we must be transparent and accountable in our actions through regular monitoring and reporting on our performance and success. There are opportunities to continue to improve how we measure our success and community benefit in the future.

We will continue to work collaboratively with others and advocate for projects we know our communities want and will maximise emerging opportunities for our region. Strong, consistent positions and awareness of our communities' aspirations will help strengthen our advocacy capability, reputation, and community identity.

Amazing places don't just happen, they take planning.

What we are already doing

- Reinvigorating our integrated planning and performance framework to guide effective planning at all levels of Council.
- Developing and launching Council's refreshed vision for the region and new Corporate Plan that sets out a roadmap for the next five years.
- Coordinating the Our Moreton program to guide the development of Council's suite of long-term strategies and support better alignment and integration.
- Facilitating a conversation with our communities about the possibility of becoming a city through our Reimagining Moreton Bay - A new kind of city initiative.
- Supporting the operation of our beneficial enterprise, Millovate, to oversee the successful development and activation of The Mill as a landmark destination and knowledge hub.
- Delivering our advocacy plan to provide a consistent approach to the region's collaboration with partners to bring about change and investment in our communities.
- Delivering our first Innovate Reconciliation Action Plan to facilitate stronger relationships, respect and meaningful opportunities with and for the region's Traditional Owners and all Aboriginal and Torres Strait Islander communities across the region.

Our strategic priorities

- Ensure our vision is understood and embedded across Council and well communicated to our partners and communities.
- Ensure our strategies and plans are clearly aligned and drive our vision and goals for the future.
- Ensure our messaging and branding is aligned and consistent with our vision and goals across our internal and external communication channels.
- Grow our capacity to measure our success, supported by transparent and accountable performance reporting.
- Grow our operational, service and business planning capabilities.
- Enable progressive approaches to collaboration, partnerships and advocacy to realise our corporate plan and strategies, including with Aboriginal and Torres Strait Islander communities.

Our measures of success

Measure	Desired trend
Vision awareness among Council teams	Increase
Council strategies and plan alignment	Increase
Council advocacy partnerships	Increase

Outcome 3: Engaged communities

Our communities are engaged, heard and informed.



Why is this important?

Our communities are the heart of our region. It is important Council has a consistent approach to communicating and engaging with our communities and stakeholders.

Our communities and stakeholders expect meaningful engagement that provides opportunities to share their views on plans, projects and issues that have an impact on our region's future and local neighbourhoods. Meaningful engagement helps build community trust and maintain community involvement in future Council engagement activities.

Finding more ways to intentionally plan for inclusion to engage more of our diverse communities will be crucial to advance our commitment. Key to this is ensuring a strong voice for the region's Traditional Custodians from whom we have much to learn.



**MORETON
SAYS**

Moreton Says is our most extensive community engagement exercise that aims to bring the voices of our diverse communities into our decision making and planning for the future.

What we are already doing


- Renewing our commitment to meaningful engagement with the refresh of our Community Engagement Framework.
- Our Moreton Says Program has provided more opportunities for our communities to contribute to shaping current programs and future planning, including our vision, corporate plan and six strategies.
- Optimising our social media and Moreton Bay engagement platform Your Say to communicate and engage our communities on a range of projects and regional issues.
- Proactively using SMS, social media, website and mobile app notifications to improve access to our services, alert our customers of service outages and other time sensitive information.



Our strategic priorities

- Continue to grow our community engagement and communication capabilities and skills.
- Ensure our communications are proactive, planned and coordinated to consolidate and build a positive reputation for Council and the region.
- Provide meaningful opportunities for our diverse communities and stakeholders to engage and inform decision making and planning for the future.
- Ensure our team members are empowered to positively interact with people from all backgrounds and cultures, including Aboriginal and Torres Strait Islander communities.
- Ensure our engagement outcomes support informed leadership, planning and decision making.

Our measures of success

Measure		Desired trend
Satisfaction with Council communication channels		Increase
Community engagement participation		Increase
Use of engagement data and insights [†]		Increase
Community engagement feedback shared with communities		Increase

[†] Internal measure only

Outcome 4: Great customer experiences

**We are responsive,
trusted and provide great
customer experiences.**



Why is this important?

There are many types of customers who live, work, volunteer, study, or visit our region. They contact us for a range of different reasons and have varying needs and expectations. When a customer interacts with us, it shapes their experience. These interactions can happen online, by phone, email or face-to-face, and with more than one person in the organisation.

We have had growth across all our service channels over the past five years, including our traditional ones and more significantly in digital channels (request app, online forms and website). A better understanding of these experiences and how they are changing will help us work towards providing more tailored and proactive communications and service channels that are accessible to our diverse communities.

Our survey results and performance data show that we are achieving good outcomes, and our customer satisfaction with the quality of council interactions is high. We must continue to be open and responsive to feedback and complaints, as well as improve how we align, communicate, coordinate and collaborate internally to ensure consistency across all areas of Council into the future.

What is customer experience?

It is a customer's perception and feelings about Council when they interact with our services, systems, and team members.

What is customer service?

It is the help or advice we give to customers wanting to use our services. It is a key piece of the customer experience, but not the only part.


What we are already doing

- Providing regular customer feedback opportunities to ensure our services meet customer needs.
- Improving our customer service request and complaint monitoring and responsiveness through training and technology solutions.
- Proactively reviewing our customer service centres and facilities to identify opportunities to improve accessibility and inclusion.
- Providing interpreting and translation services for customers who need additional language assistance.
- Providing an online booking system for customers to check availability and book services such as community meeting and event spaces and sporting facilities.
- Continuously updating data security measures to protect customers' personal data from cyber security threats.

Our strategic priorities

- Develop a deeper understanding of our customers to inform service design that reduces customer effort and improves their experience.
- Mature our capacity to gather, interpret and embed customer sentiment into organisational decision-making.
- Continue to improve how our customers can engage with us through convenient, easy-to-use customer led service channels.
- Provide a seamless and consistent customer experience across our wide range of services, regardless of who a customer interacts with at Council.
- Ensure every interaction is open and honest, and keeps customers informed throughout their journey.
- Ensure our frontline teams are well-trained, supported and empowered to deliver high-quality customer service.

Our measures of success

Measure		Desired trend
Customer effort score		Increase
Customer satisfaction with Council responsiveness		Increase
Customer net promoter score		Increase

Outcome 5: Smart council

We harness technologies to drive innovation, efficiencies and informed decision-making.

Why is this important?

Innovation and technology provide endless opportunities. Through smart thinking we can continue to find new ways to use technology and data to optimise our assets and services to make them more efficient for Council and our customers. We will look for ways to future-proof infrastructure and assets to ensure long-term value and benefit for our communities.

We can continually improve our services and better manage our resources by using data to understand what our communities want, how our assets perform, and predict future needs.

We need to invest in growing our skills and capabilities to analyse data and draw insights to make informed decisions. We will also invest in data platforms and software that support business intelligence and advanced analytics. Where we can, we will share data and promote its availability for community use.

We will continue to take a balanced approach to innovation and technology, prioritising data privacy and cybersecurity to safeguard our customers and communities.


What we are already doing

- Delivering innovative business systems and digital processes to drive more integrated service delivery, improved customer experience and data informed decision making.
- Continued implementation of new and emerging technologies such as smart devices and artificial intelligence that provide real-time data to improve asset management and maintenance.
- Implementation of TechOne as a single solution that enables integration of different information sets to improve service delivery and maintains the latest data security and privacy technologies.
- Developing and implementing a new Privacy Management Framework to embed privacy standards and best practice in all aspects of Council's operations.
- Adopting the Snap, Send, Solve app for communities to notify Council of local issues easily and efficiently such as playground repairs, damaged footpaths, illegal parking and graffiti. We are also using artificial intelligence to respond to requests faster, while keeping customers informed about progress.

Our strategic priorities

- Build our enabling technologies to ensure seamless business transactions for customers and team members.
- Enable digital interaction with Council anywhere, anytime using intuitive and contemporary services.
- Seek new ways to use technology and data to optimise our assets and services and drive informed decisions.
- Grow digital literacy across Council by investing in business intelligence and analytics capabilities.
- Ensure balanced and robust technology and data governance to manage risks and maximise return on our digital investments.

Our measures of success

Measure		Desired trend
Data-led service innovation		Increase
Digital customer interactions		Increase
Employee satisfaction with digital skills†		Increase

† Internal measure only



Outcome 6: Capable people

Our teams are safe,
inclusive, capable, and
empowered to deliver
their best.



Why is this important?

We want to build an organisational culture where our teams feel valued, inspired and empowered to help achieve our vision and provide the best services to our customers and communities.

We also want to attract diverse team members who share our values and have the skills to help realise our vision. It is important that our communities' diversity is reflected in our teams. By embracing inclusion and opportunities to work collaboratively we will make our work more representative and resilient.

We spend a lot of time at work. Our physical and psychological work environments can influence our personal health and wellbeing. Personal wellbeing is a priority, based on the results of our internal engagement.

We want to give our team members the opportunity to develop their skills and confidence to do their work to the highest standards and therefore improve our performance. We are committed to celebrating our successes and learnings so we can all feel proud of the Council we work for.

Council has worked hard to provide a range employee benefits, development opportunities and flexible working options for a good work-life balance. We want to publicise this and become an employer of choice.

**100+ teams (departments and branches)
deliver a wide range of services and programs to our communities**

What we are already doing

- Refreshed our organisational values. We are communicating and embedding them into our culture to ensure they are lived every day, emphasising leaders' roles.
- Delivering a leadership development program to ensure existing and emerging leaders are supported to achieve their best.
- Maturing our Wellbeing and Safety Management System to ensure our people are physically and psychologically safe and comply with legislative requirements.
- Supporting flexible working by creating dynamic work spaces, devices and remote access to enable team members to work flexibly to improve wellbeing and performance.
- Implementing annual performance planning (My Annual Plan) to connect and align every team member to achieve our vision and Corporate Plan objectives. The initial focus is on our managers and will include more team members over time.



Our strategic priorities

- Grow future fit leadership at all levels to support our values and deliver on our vision.
- Create safe, healthy and resilient workplaces where team members feel supported, motivated and look out for each other.
- Build vibrant workplaces that are inclusive, forward-thinking and connected, investing in pathways for cross-team collaboration.
- Become an employer of choice, attracting and retaining the right people with the values and skills to help us realise our vision.

Our measures of success

Measure		Desired trend
Council team member engagement		Increase
Council team member diversity		Increase
Future skills acquisition		Increase
Wellbeing and safety satisfaction		Increase

Delivering our strategy



This strategy seeks to provide a consistent and integrated approach to working towards sustainable organisational excellence for Council, setting strategic priorities and actions for the future. The strategy's timelines look to 2042 to align with our vision, while focusing on the next 5-10 years.

Planning our actions

This strategy is supported by an action plan that identifies priority actions to be delivered over the next five years. This plan may be reviewed during this time to include new actions as they are identified or amend actions to ensure we are meeting expectations.

A suite of Council plans will also provide further detail on the types of priority actions required to implement specific themes over the medium to long term see page 13.

Monitoring our success

Our progress towards the strategy's achievements will be monitored and reported through Council's annual report. This will include progress against our measures of success, targets and actions. These reports will be shared with our communities to drive transparency and accountability.

Reviewing our strategy

This strategy is a living document that will be adjusted as required. It includes a major review every five years to align with our corporate plan review process. This will ensure our strategy keeps driving us towards our vision, responds to emerging challenges and opportunities, and meets community expectations.

As we progress and mature in our approach, we may also find better ways to measure success and community benefit in areas such as digital innovation and customer experience.

Resourcing our strategy

Our annual budget and operational plan process will guide priorities and resource allocation to progress the strategy's implementation and supporting plans.

This strategy will also guide our advocacy work to help influence collaboration, partnerships and resourcing for our communities.

Governing our strategy

The internal Organisational Excellence Strategy advisory group and Governance Branch will continue to guide and support Council towards sustainable organisational excellence. The advisory group will play a lead role to identify and prioritise projects, build our profile, identify funding sources, and build internal capability and skills so we can continue to deliver innovative services and projects.

Thank you for helping us shape our Council for the future.



Action Plan

Catalyst initiatives

There are seven initiatives that have the potential to transform our Council and region over the next five years and beyond. Each outcome area in the strategy will embrace and harness their potential and enable collaboration to create value for our communities.

1. Strengthening our place identity

Our transition from a region to a city will require strengthening our place identity and brand. It must embody our vision and amplify our communities' strengths and uniqueness. It will help to build community pride, a greater sense of belonging and raise our business and tourism profile.

2. Centre-led customer experience model

This model will provide a clear 'One Council' focus. It will support team members across the organisation to deliver a consistent and personalised customer experience to all customers. We will establish a range of initiatives to better understand our customers and their individual experiences.

3. Data intelligence maturity initiative

We already possess diverse and rich data sources. Better visualisation and analytics will improve our data and create better value for our teams and communities.

We will help our teams by establishing department Communities of Practice to better understand existing data sets and how these can be used to better predict needs, inform decisions and foster innovation. This will be supported by our Digital Action Plan and Data Governance Framework and will continue to evolve as our data literacy and maturity grows.

4. Service based operating model

A mature service model will help us to better understand and define our services and their alignment with our communities' needs and expectations. Over time we will expand our service planning across all our service levels to improve how we can use this information for consistency, resource allocation and improved customer experiences.

5. Future-proofing our workforce

A long-term strategic workforce plan will determine what workforce skills and capabilities are needed to deliver on our vision and respond to emerging challenges and opportunities. It will help Council plan for a future where our people are likely to undertake value adding or complex work, while using artificial intelligence and technology to automate day-to-day processes.

We will also invest in a strategic workplace (accommodation) plan so our people can work seamlessly in different locations to reduce our carbon footprint, minimise accommodation waste and promote inclusion and collaboration.



6. Change management framework

Times of transformation require greater organisational resilience and change capability. A change management framework will support a coordinated approach to prioritising our strategic actions, proposed technology adoption and innovation. It will help set expectations and successfully support our teams through change.

7. Brisbane 2032 opportunities

The Brisbane 2032 Olympic and Paralympic Games will provide unique economic, infrastructure, wellbeing and promotional opportunities. The Mayor's 2032 Legacy Working Group will bring together government, business, education, tourism, sporting, cultural and other community organisations to help create a picture of what we need to plan for and ensure we make the most of our opportunities.



Action plan

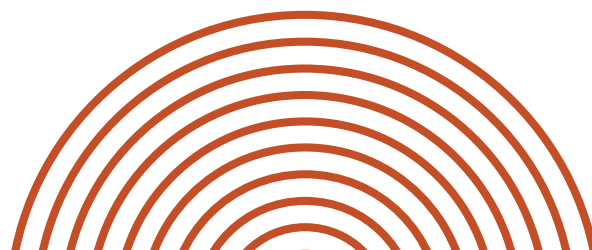
No.	Actions	Council roles	Timeframe
Outcome 1: Leadership and governance			
1.1.	Continue to promote and support opportunities for continuing professional development for Councillors, particularly the development of skills necessary for effective community leadership and cultural capability.	Deliver	Ongoing
1.2.	Update and refresh the Councillor Induction Program to include education on the integrated planning and performance framework, community engagement, customer experience and the Reconciliation Action Plan.	Deliver	Ongoing
1.3.	Deliver a refreshed Governance and Integrity Plan to ensure the continuous improvement of governance systems and practices to improve trust and confidence of our communities and other stakeholders in Council.	Deliver	Medium-term
1.4.	Deliver and embed a refreshed Policy Framework to ensure ongoing alignment and legislative compliance.	Deliver	Ongoing
1.5.	Deliver a Legislative Compliance Maturity Roadmap to improve visibility and continuous improvement of our compliance approach and provide assurance to our communities.	Deliver	Ongoing
1.6.	Finalise the review of Council's suite of Local Laws to ensure our regulations consider the needs of our communities and evolve with expectations.	Deliver and Regulate	Ongoing
1.7.	Develop and implement a Regulatory Compliance Policy that promotes community understanding and delivers regulatory outcomes that benefit our communities overall.	Deliver and Regulate	Medium-term
1.8.	Continue to deliver Council's Strategic Asset Management Plan and Maturity Roadmap to ensure alignment and continuous improvement of the asset management system.	Deliver	Ongoing
1.9.	Finalise the development and implementation of Council's suite of Advanced Asset Management Plans covering all material asset classes.	Deliver	Ongoing
1.10.	Develop and deliver an agile and contemporary Project Management Framework and prioritisation approach to improve the successful delivery of Council's operational and capital projects.	Deliver	Medium-term



No.	Actions	Council roles	Timeframe
1.11.	Deliver a new Strategic Procurement Framework to support efficient procurement practices that enable cost savings and better outcomes for our local suppliers and capital program delivery.	Deliver	Medium-term
1.12.	Continue to use our procurement activity to encourage and support local suppliers, including Indigenous owned businesses, through Council's Local Preference Policy and Directive.	Deliver and Partner	Ongoing
Outcome 2: Planning for the future			
2.1.	Continue to implement and embed Council's Integrated Planning and Performance Framework to support the achievement of our vision, corporate plan and strategies.	Deliver	Ongoing
2.2.	Review and align Council's Long-term Financial Forecast to ensure ongoing financial sustainability.	Deliver	Ongoing
2.3.	Develop and deliver a new aligned Operational Plan that incorporates meaningful KPIs that support Council's ability to measure and report on its performance and service delivery.	Deliver	Ongoing
2.4.	Develop and deliver a Service Planning Maturity Roadmap that aims to ensure clearly defined services and service levels across the organisation. This will ensure realistic expectations are set for customers.	Deliver	Medium-term
2.5.	Encourage and support Business Planning across the organisation to support alignment and prioritisation as part of annual planning activities.	Deliver	Ongoing
2.6.	Deliver a streamlined Corporate Performance Reporting System that ensures regular and transparent reporting on our performance to Council and our communities.	Deliver	Ongoing
2.7.	Continue to integrate and align the SDG Framework to help analyse gaps and inform future planning.	Deliver	Ongoing
2.8.	Develop and deliver a new aligned Advocacy Plan that responds to priorities highlighted in our new Corporate Plan and strategies.	Advocate and Partner	Ongoing
2.9.	Develop and deliver a City Place Identity Initiative that communicates the unique identity of our Moreton Bay and supports our future aspirations.	Deliver and Advocate	Medium-term



No.	Actions	Council roles	Timeframe
2.10.	Continue to support and promote the Mayor's 2032 Legacy Working Group to realise opportunities from the Brisbane 2032 Olympics and Paralympic Games and advocate for social, environmental, and infrastructure opportunities for our communities.	Advocate and Partner	Ongoing
2.11.	Continue to support the effective operation of Millovate, Council's beneficial enterprise, to oversee the successful activation of The Mill at Moreton Bay as a landmark destination.	Advocate and Partner	Ongoing
2.12.	Continue to develop local, regional, national and international partnerships to facilitate knowledge exchange, advocacy and improved decision making and outcomes for our communities.	Partner	Ongoing
Outcome 3: Engaged communities			
3.1.	Continue to implement Council's Community Engagement Framework to provide a clear, consistent, and effective approach to engaging with our diverse communities.	Deliver	Ongoing
3.2.	Develop and deliver a new aligned Moreton Says engagement program to provide ongoing opportunities for our communities to contribute to shaping our services, programs and planning for the future.	Deliver	Ongoing
3.3.	Continually review and align Council's online engagement platform (Your Say Moreton Bay) to expand our reach and provide a positive experience for our communities.	Deliver	Ongoing
3.4.	Continue to mature our processes to share and integrate community insights into project planning and decision-making across the organisation.	Deliver	Ongoing
3.5	Deliver a new Integrated Marketing and Communications Plan to improve the alignment of our brand and key messages across all of our internal and external communications channels.	Deliver	Short-term
3.6	Review and align Council's website and social media platforms to improve customers overall online experience of Council services, projects and news.	Deliver	Medium-term





No.	Actions	Council roles	Timeframe
Outcome 4: Great customer experiences			
4.1	Continue to optimise existing technology to reduce employee and customer effort and improve the end-to-end customer experience across the organisation.	Deliver	Ongoing
4.2	Continue to integrate and support access and inclusion considerations in the design and delivery of our customer service channels.	Deliver	Ongoing
4.3	Create a new Customer Experience Policy outlining our customer experience principles and expectations that every role in the organisation has an impact on a customer's experience with Council.	Deliver	Short-term
4.4	Explore the expansion of customer centric training across the organisation with a focus on leaders (who influence service design) and frontline customer service team members (who deal directly with customers) and inclusion as part induction programs for new team members.	Deliver and Educate	Medium-term
4.5	Develop a scoping document to define the requirements, objectives and timeline for a Customer Experience program of work.	Deliver	Medium-term
4.6	Develop a Customer Experience (CX) Roadmap, including an assessment of current CX performance, to define, prioritise and guide the implementation of CX improvements. This may include, a review of service channels and technology opportunities, customer profiling and journey mapping, and the development and implementation of a Voice of the Customer process.	Deliver	Long-term


No.	Actions	Council roles	Timeframe
Outcome 5: Smart council			
5.1	Continue to deliver our Technology Program that focuses on providing an integrated solution that delivers a seamless and engaging experience for Council team members, our customers and communities.	Deliver	Ongoing
5.2	Continue to deliver a Data Intelligence Maturity Initiative to better understand our data and how it can be used to better predict needs, inform decision-making and foster innovation.	Deliver	Ongoing
5.3	Review and deliver an aligned Digital Action Plan to guide our investment and use of digital technologies across the organisation to improve processes and services that benefit our communities.	Deliver	Medium-term
5.4	Continue to deliver an Asset Innovation Program to improve our asset management capabilities and enable more efficient use of data to optimise reactive versus planned maintenance and investment.	Deliver	Ongoing
5.5	Continue to develop and deliver a Data Governance Framework to establish effective processes that ensure data visibility, quality and security across the organisation.	Deliver	Ongoing
5.6	Continue to review and update the proactive measures we have in place to keep personal data secure and protected from cyber security threats.	Deliver	Ongoing
Outcome 6: Capable people			
6.1	Develop and deliver a new aligned Strategic People and Culture Plan to ensure we have the right skills and capabilities to meet future needs and respond to technology change.	Deliver	Medium-term
6.2	Develop and deliver the Office Accommodation Management Framework to ensure our workplaces are fit for purpose, minimise accommodation waste and promote inclusion and collaboration.	Deliver	Medium-term
6.3	Continue to deliver a Leadership Development Program to support managers and leaders at all levels.	Deliver	Ongoing

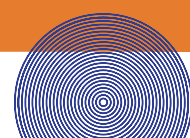
No.	Actions	Council roles	Timeframe
6.4	Develop and deliver strategies that support Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Deliver	Medium-term
6.5	Develop and deliver a cultural awareness and training program for all team members to improve Council's capacity to deliver positive outcomes for Traditional Custodians and Aboriginal and Torres Strait Islander communities.	Deliver	Medium-term
6.6	Explore collaborative models of working across Council teams to support knowledge sharing, leverage diverse skillsets and solve complex problems.	Deliver	Medium-term
6.7	Continue to deliver Council's Wellbeing and Safety improvement program to improve operational intelligence, investment decisions and workplace wellbeing and safety performance.	Deliver	Ongoing
6.8	Continue to focus on improving our understanding of psychosocial risks across the organisation and initiate support programs.	Deliver	Ongoing
6.9	Develop and deliver a new aligned Change Management Framework that provides guidance and resources to assist teams managing change, support prioritisation and ensure a continuous improvement mindset.	Deliver	Medium-term



Glossary



Term	Description
Business as usual	Actions delivered as day-to-day organisational operations.
Co-creation	Working with customers, stakeholders and community to deliver services/solutions that meet their needs and expectations.
Council	Moreton Bay Regional Council.
Council Budget	Council's annual operational and capital expenditure programs, including long-term financial forecast, financial policies, rates, and charges.
Corporate Plan	Council's five-year roadmap that describes the strategic goals and outcomes that support our vision: <i>Our Moreton Bay. Amazing places. Natural spaces.</i>
Customer effort score	Measures how much effort a customer needs to use to find the information they need and/or interact with Council.
Innovation	Doing something different to improve processes and outcomes.
Long Term Financial Forecast	Allocates resources for Council's long-term strategies and plans. It considers service forecasts, corporate strategies and total asset management plans to ensure that assets and short-term services are not a financial burden on future generations.
Long-term	Actions that occur after 5 or more years, however planning or design may occur in the medium-term.
Measures	Indicators of success against strategy outcomes that help to monitor progress.  Icon indicates this measure is also reflected in the Corporate Plan 2022-2027.
Medium-term	Actions that occur within 3-5 years.
Moreton Bay region	Moreton Bay Regional Council Local Government Area.
Moreton Says	Council's region-wide community survey and engagement program.





Term	Description
Net promoter score	Measures how likely a customer would be to recommend a Council event, service, program, or experience.
Operational Plan	Council's annual program of services to deliver strategic outcomes against key performance indicators.
Outcomes	High-level focus areas that guide strategic priorities.
Planning Scheme	Guides the development and use of land, buildings and structures in the region.
Reconciliation	Strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples to benefit all Australians.
Strategic Asset Management Plan	Supports the delivery of renewed and new infrastructure and ensures that existing assets are maintained to specified standards.
Strategic Priority	A strategic pathway to achieve an outcome.
Short-term	Actions that occur within 1-2 years.



