

Australia's most sustainable region  
**Healthy. Smart. Creative.**




Sunshine Coast Council  
**Operational Plan 2020-21**  
June 2020





Sunshine Coast Council  
**Operational Plan**  
2020-21  
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A photograph of a lifeguard tower at dusk. The tower is a two-story structure with a metal frame and a wooden deck. It has a sign that says "LIFEGUARD" and "EMERGENCY PHONE". A palm tree is in the foreground on the left. The sky is a mix of purple and blue.

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#### **Acknowledgements**

Council wishes to thank all contributors and stakeholders involved in the development of this document.

#### **Disclaimer**

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# Acknowledgement of Traditional Owners

Sunshine Coast Council acknowledges the Traditional Owners of this region, the Kabi Kabi and Jinibara peoples. Council commits to working in partnership with the Traditional Owners and the broader First Nations community to support self-determination through economic and community development.





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**“Council is focused on ensuring business continuity is a priority, and the wellbeing and safety of our community and our employees is at the forefront of everything we do.”**



## Acting CEO Foreword

Sunshine Coast Council’s vision is to be Australia’s most sustainable region – Healthy. Smart. Creative. This vision is ambitious, however, we are working collaboratively across the organisation and with our community, business sector, and other key stakeholders, and we are making real progress.

Our role in delivering for our community is complex and challenging, and now even more so with the outbreak of the novel coronavirus (COVID-19). The impact of COVID-19 will continue to be felt by our community and organisation over the next 12 months. Council is focused on ensuring business continuity is a priority, and the wellbeing and safety of our community and our employees is at the forefront of everything we do. Council will continue to rise to the challenges we are faced with, and above all continue to deliver timely and high-quality services and programs to build an even stronger and more connected community.

The Operational Plan 2020-21 is our annual plan that defines the priority actions for the financial year, consistent with the funding allocated in the budget. It doesn’t list every initiative of Council, however it clearly articulates how Council will progress the vision and goals outlined in the Corporate Plan through the next financial year as well as the robust governance framework we have in place to manage risk.

All the activities from the Operational Plan 2020-21 are reported quarterly to the community and remain publicly available on our web site throughout the year. This includes updates on some of the outstanding service achievements that our people deliver on a daily basis.

**Warren Bunker**  
Acting Chief Executive Officer



# Introduction

## What is the purpose of the Operational Plan?

The Sunshine Coast Council Corporate Plan 2020-2024 is Council's strategic blueprint for the future. It considers the strategic direction of Council and defines how the organisation services and supports the community. Everything council delivers aligns to the Corporate Plan.

Section 104(5) of the *Local Government Act 2009* and Section 175 of the *Local Government Regulation 2012* set out the requirements and content for an operational plan. The regulation provides that the operational plan must:

- a be consistent with the annual budget
- b state how a Council will:
  - i progress the implementation of the five-year corporate plan and
  - ii state how a Council will manage operational risks.

The Operational Plan has been prepared consistent with these requirements. The Operational Plan 2020-21 and the annual Budget 2020-21 are complementary documents and are developed in parallel to provide consistency between commitments in Council's work program and the resourcing allocations determined as part of the annual Budget.

## How are operational activities determined and linked across Council?

The operational activities are drawn from implementation plans associated with: Council decisions; Council endorsed strategies; legislative requirements; essential service reform and emerging issues.

Each operational activity aligns with one of the strategic goals as defined in the Corporate Plan 2020-2024, see *Figure 1 below*.

Linked to the strategic Corporate Plan Goals, and outlined within this plan, there are also three Pathway types which are used to underpin the Goals and help connect planning for the future, current service delivery and organisational performance levels.

- 1 *Strategic pathways* describe where Council is working to position its self to be better able to progress our strategic intent.
- 2 *Delivery pathways* describe service outcomes from a community-centric perspective.
- 3 *Performance pathways* describe our people capabilities and how we work together to achieve our Purpose and enable us to deliver our goals.

Together this structure provides a holistic and integrated approach to deliver on Council's purpose: *to serve the community with excellence and position the region for the future*.



Figure 1: Strategic Goals



**Elected Council**  
(Mayor and Councillors)



**Chief Executive Officer**



**Built  
Infrastructure**

**Business  
Performance**

**Customer  
Engagement  
and Planning  
Services**

**Economic and  
Community  
Development**

**Liveability and  
Natural Assets**

**Office of the  
Mayor | CEO**

Figure 2: Organisational Structure

## How are operational activities allocated and progressed?

In the Operational Plan, lead responsibility for each operational activity is allocated to a Group within the Organisational Structure (see Figure 2). Each area of Council is responsible for delivering their allocated operational activities and reporting on implementation through quarterly and annual reporting processes.

The successful implementation and resulting contribution to achieving the outcomes described in the Corporate Plan 2020-2024 relies on a collaborative, one-team approach by our elected representatives, staff, contractors, partners and volunteers. This joint approach,

for which the Sunshine Coast is renowned, enables consistent, focused, timely and value for money services being delivered to our community.

Operational activities are also incorporated into Group and Branch Business Plans, as well as individual performance plans. Each Group is responsible for managing the scheduling, delivery, performance and reporting for those activities, projects and services for which they have lead responsibility in line with the commitments and expectations of Council, as well as identifying, managing and monitoring operational risks.

# A strong community

Together we thrive – in all our communities, people are included, treated with respect and opportunities are available to all.

## Strategic Pathways

- 1 Healthy and active communities
- 2 Vibrant community places and spaces that are inclusive, accessible and adaptable
- 3 An inclusive community, with opportunities for everyone
- 4 Connected, resilient communities, with the capacity to respond to local issues
- 5 Creative and innovative approaches to building a strong community.

Operational Activity	Lead Group
1.1.1 Implement key actions from the Sunshine Coast Community Strategy 2019-2041 Action Plan in collaboration with partners and key stakeholders.	Economic and Community Development
1.1.2 Implement prioritised actions from the Sunshine Coast Aquatic Plan 2011-2026 including delivery of key projects including completion of Nambour Aquatic Centre Splash Park project.	Economic and Community Development
1.1.3 Develop and attract events and sporting opportunities at Council managed venues - Caloundra Indoor Stadium, Maroochydore Multi Sports Complex, Nambour Showgrounds, Sunshine Coast Stadium, and Venue 114.	Economic and Community Development
1.1.4 Support the Sunshine Coast Lightning in the Suncorp Super Netball League and maximise benefits associated with the partnership.	Economic and Community Development
1.1.5 COVID-19 business and community response and recovery.	Economic and Community Development
1.1.6 Implement priority activities from the Disaster Management Plan 2019-2022.	Built Infrastructure
1.2.1 Implement priority activities from the Sunshine Coast Libraries Plan 2014-2024.	Economic and Community Development
1.2.2 Continue to ensure the manner in which Council distributes grant monies to community and not-for-profit organisations supports Council's vision for the region.	Economic and Community Development
1.3.1 Deliver the Sunshine Coast's premier multi-arts Horizon Festival events program for 2020.	Economic and Community Development
1.3.2 Develop the annual Heritage Levy program to implement the priority activities and projects identified in the Sunshine Coast Heritage Plan 2015-2020.	Economic and Community Development
1.3.3 Development of a new Stretch Sunshine Coast Reconciliation Action Plan.	Economic and Community Development
1.3.4 Implement priority activities from the Sunshine Coast Arts Plan 2018-2038.	Economic and Community Development
1.3.5 Implement, monitor and report on the actions of Sunshine Coast Council Parking Management Plan.	Built Infrastructure
1.4.1 Implement priority activities from the Integrated Transport Strategy 2018.	Built Infrastructure

# A strong community

Operational Activity	Lead Group
1.4.2 Coordinate the delivery of Council's Transport Levy policy and program.	Built Infrastructure
1.4.3 Progress the Sunshine Coast Mass Transit business case and Urban Transformation project in partnership with key stakeholders.	Liveability and Natural Assets
1.4.4 Provide input into the Maroochydore City Centre project via planning advice and administration of the Infrastructure Agreement to ensure that the infrastructure provided satisfies Council's requirements.	Liveability and Natural Assets
1.5.1 Implement prioritised actions from the Sunshine Coast Sport and Active Recreation Plan 2011-2026 including the delivery of key projects: Maroochydore Multi Sports Complex (new AFL field), Stage 1 of Caloundra Road Sports Complex, Stage 3 of Sunshine Coast Tennis Centre Caloundra and Reserve 1000 improvements.	Economic and Community Development

## Delivering Council services

Corporate Plan Goal 1: A strong community		Lead Group
Service 1	Community and cultural development and partnerships - providing planning, partnering and supporting the community through a range of community development, civic and cultural programs and grants.	Economic and Community Development
Service 2	Community venues – providing, managing, programming and administering community and cultural venues including the Events Centre, Venue 114 and other community spaces.	Economic and Community Development
Service 3	Disaster management – providing regional disaster management coordination including prevention, preparation, response and recovery.	Built Infrastructure
Service 4	Libraries – providing access to information and learning opportunities through static and mobile libraries, programs and loanable items.	Economic and Community Development
Service 5	Lifeguards – providing regular patrols of beaches to ensure the safety and enjoyment of residents and visitors.	Economic and Community Development
Service 6	Public lighting – providing and managing public lighting.	Built Infrastructure
Service 7	Roads, cycleways and pathways – maintaining and improving the road network and associated assets (sealed and gravel roads, bridges and pathways), vegetation management, construction and project delivery services, permit fees, private works and levies.	Built Infrastructure
Service 8	Road network management – providing road transport infrastructure planning, design and delivery, road safety and traffic management, travel behaviour change initiatives, streetscapes planning and place making.	Built Infrastructure
Service 9	Sporting facilities – providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds and multi-sports fields.	Economic and Community Development

# A healthy environment

Maintaining and enhancing the region's natural assets, liveability and environmental credentials.

## Strategic Pathways

- 1 A resilient region shaped by clever planning and good design
- 2 Protection and enhancement of our natural assets and distinctive landscapes
- 3 Responsive, accessible and well managed assets and infrastructure
- 4 Transitioning to a sustainable and affordable way of living
- 5 A reputation for innovation and sustainability.

Operational Activity	Lead Group
2.1.1 Implement priority activities from the Environment and Liveability Strategy 2017.	Liveability and Natural Assets
2.1.2 Develop the Coastal Hazard Adaptation Strategy which will plan for the impacts of climate change along our coastline.	Liveability and Natural Assets
2.1.3 Progress development areas including Caloundra South and Beerwah East.	Liveability and Natural Assets
2.1.4 Prepare a new 10 year Place Plan to guide the placemaking and streetscape capital works program for the next 10 years.	Liveability and Natural Assets
2.1.5 Lead and influence a place-based design and activation process for the future Caloundra Community and Cultural Hub as part of the broader Caloundra Centre Activation Project.	Liveability and Natural Assets
2.1.6 A performance review of the existing planning scheme will be undertaken, background planning studies prepared and a community reference group established.	Customer Engagement and Planning Services
2.1.7 Preparation of design guidelines for projects in the public realm in the coastal strip between Caloundra and Maroochydore.	Liveability and Natural Assets
2.1.8 Mooloolaba Place Making - deliver stage 1 of the northern precinct.	Liveability and Natural Assets
2.2.1 Coordinate the delivery of Council's Environment Levy including the strategic land acquisition program.	Liveability and Natural Assets
2.2.2 Plan for the protection of the Regional inter-urban break in perpetuity to secure the environmental, production and recreation values.	Liveability and Natural Assets
2.2.3 Lead a Biosphere nomination for the local government area.	Liveability and Natural Assets
2.2.4 Upgrade and replace the ageing groyne field at Maroochy River to protect the natural assets.	Liveability and Natural Assets
2.3.1 Implement Blue Heart Sunshine Coast in partnership with Unitywater and the State Government.	Liveability and Natural Assets
2.3.2 Conduct a review of the waste and resource management business model.	Customer Engagement and Planning Services

Operational Activity		Lead Group
2.5.1	Operate the Sunshine Coast Solar Farm, including the sale of electricity and large-scale generation certificates, and ongoing maintenance.	Business Performance

## Delivering Council services

Corporate Plan Goal 2: A healthy environment		Lead Group
Service 10	Stormwater drainage – managing and maintaining functional stormwater drainage.	Built Infrastructure
Service 11	Beaches, foreshores, coastal infrastructure and canals – providing dredging and sand replenishment, maintenance of dune fencing, revetment walls, jetties, boat ramps, pontoons, groynes and beach access, canal locks, weirs and pumps.	Liveability and Natural Assets
Service 12	Bushland conservation and habitat – partnerships and education programs to protect and enhance biodiversity assets, pest animal and plant mitigation, natural area reserve network protection, enhancement and management, fire management programs.	Liveability and Natural Assets
Service 13	Recreation parks, trails and facilities – providing design, maintenance and management of Council's public open space for active and passive recreation.	Liveability and Natural Assets
Service 14	Rivers, streams, estuaries and water bodies – providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation.	Liveability and Natural Assets
Service 15	Sustainable growth and network planning – providing land use planning, social policy, infrastructure planning and charges, flood mapping, transportation planning and environmental initiatives.	Liveability and Natural Assets

# A smart economy

A prosperous, high-value economy of choice for business, investment and employment.

## Strategic Pathways

- 1 Strong economic leadership, collaboration and identity
- 2 New capital investment in the region
- 3 Investment and growth in high value industries
- 4 Strong local to global connections
- 5 A natural, major and regional event destination
- 6 A regional hub for innovation, entrepreneurship and creativity.

Operational Activity	Lead Group
3.1.1 Implement priority activities and projects from the Regional Economic Development Strategy 2013-2033 (2019-2023 Implementation Plan).	Economic and Community Development
3.1.2 Manage the delivery of the Visit Sunshine Coast funding deed and marketing deliverables for the Sunshine Coast region.	Economic and Community Development
3.1.3 Implement the high priority actions as identified in the Caloundra Centre Masterplan.	Office of the CEO
3.1.4 Delivery of economic activation programs in Caloundra and Mooloolaba and specialist advice and support to more than 1500 businesses across the region, including programs in economic resilience.	Economic and Community Development
3.2.1 Progress the Maroochydore City Centre project to achieve a high density city centre and to deliver an identifiable city heart for the wider Sunshine Coast.	Office of the CEO
3.2.2 Advocate for funding commitments from the Federal and State Governments for the Sunshine Coast Exhibition and Convention Facility.	Office of the CEO
3.2.3 Progress the development of the Brisbane Road multi-deck carpark.	Business Performance
3.3.2 Work with Education Sunshine Coast and the broader education and training industry to implement 'Study Sunshine Coast', and better prepare and connect young people to education and employment opportunities in the region.	Economic and Community Development
3.3.3 Implement prioritised actions from Sunshine Coast Holiday Parks Business Plan 2015-2020 and develop a revised 5 year plan.	Economic and Community Development
3.4.1 Plan and coordinate delivery of an annual International Relations (including missions) Program.	Economic and Community Development
3.4.2 Promote the trade and investment credentials and opportunities across the Sunshine Coast economy and beyond.	Economic and Community Development
3.5.1 Implement priority activities from the Major Events Strategy 2018-2027.	Economic and Community Development
3.6.1 Progress the Smart City Implementation Program which outlines a three year rolling program of smart city solutions to be installed at key locations across the region.	Business Performance



Operational Activity	Lead Group
3.6.2 Delivery of the regional innovation program and enhancement of the innovation ecosystem through leadership, programs, awards and promotion of the region nationally and internationally to contribute to the regional economic development strategy goals.	Economic and Community Development

## Delivering Council services

Corporate Plan Goal 3: A smart economy		Lead Group
Service 16	Economic development – providing industry and business programs and initiatives to support the growth of the regional economy.	Economic and Community Development
Service 17	Holiday parks – providing and operating holiday parks including caravan, camping and cabin facilities.	Economic and Community Development

# Service excellence

Positive experiences for our customers, great services to our community.

## Delivery Pathways

- 1 Respecting and valuing our customers
- 2 Flexible and customised solutions for our customers
- 3 Regular and relevant engagement with our community
- 4 Service quality assessed by our performance and value to customers
- 5 Assets meet endorsed standards for sustainable service delivery.

Operational Activity	Lead Group
4.2.1 Continue the Customer Experience Management Program, including the ongoing rollout of a Customer Relationship Management System.	Customer Engagement and Planning Services
4.2.2 Commission the Automated Waste Collection Station.	Customer Engagement and Planning Services
4.3.1 Adopt the Excellence in Engagement Framework to guide delivery of coordinated, consistent and contemporary best practice community engagement.	Economic and Community Development
4.4.1 Deliver Planning and Development Services to ensure statutory requirements are met to achieve positive customer experiences and maintain strong industry engagement.	Customer Engagement and Planning Services
4.4.2 Undertake parking surveys to enable Council to identify trends and make informed decisions on parking management.	Built Infrastructure
4.4.3 Develop a Service Excellence Strategy guiding value and positive outcomes for our customers and Council.	Customer Engagement and Planning Services
4.5.1 Deliver the Capital Works Program based on robust scopes, cost and risk with well sequenced delivery schedules aligned to the corporate prioritisation policy and long term financial plans.	Liveability and Natural Assets
4.5.2 Implement CONFIRM asset management system to enable more effective asset maintenance and ultimately improve service levels to the community.	Built Infrastructure
4.5.3 Implement a Public Lighting Pilot Project in partnership with Energy Queensland Limited to evaluate benefits of various smart node technologies and to establish unit rates to facilitate re-evaluation of the business case to consider reinstatement of the LED Street Light Replacement Program.	Built Infrastructure

## Delivering Council services

Corporate Plan Goal 4: Service excellence		Lead Group
Service 18	Cemeteries – providing and maintaining cemeteries for burial and ashes interment.	Customer Engagement and Planning Services
Service 19	Customer and community relations – providing a range of customer channels for contact and information including updates to the website and interaction through calls, social media, chat functions, emails and call backs.	Customer Engagement and Planning Services
Service 20	Development services – planning, engineering, plumbing and landscaping approvals, provision of specialist advice to the community on planning requirements, audit of private development works, investigation of complaints from the public around land use or development, management of appeals.	Customer Engagement and Planning Services
Service 21	Local amenity and local laws – maintaining and regulating local amenity through local laws, regulated parking, community land permits and management of animals, overgrown land and abandoned vehicles.	Customer Engagement and Planning Services
Service 22	Property management – comprehensive management of Council’s land and building assets to ensure that Council’s property dealings are optimised, centrally managed, and support Council’s objectives.	Business Performance
Service 23	Public health – protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations.	Customer Engagement and Planning Services
Service 24	Quarries – providing quarry products for construction, architectural and landscaping purposes.	Built Infrastructure
Service 25	Waste and resource management – collection and disposal of solid and liquid wastes, operation of waste transfer facilities and landfills, recycling and materials recovery, community education programs.	Customer Engagement and Planning Services

# An outstanding organisation

A high performing, innovative and customer-focused organisation marked by great people, good governance and regional leadership.

## Performance Pathways

- 1 A collaborative workplace culture with engaged, energised and skilled people professionally ready for the future
- 2 Investment in core capabilities and opportunities for staff to lead, learn and grow
- 3 Strong and accountable leadership enabling Councillors, individuals and teams to be their best
- 4 Collaborative, proactive partnerships with community, business and government
- 5 A reputation for implementing innovative and creative solutions for future service delivery
- 6 Information, systems and process underpin quality decisions and enhance the customer experience
- 7 A financially sustainable organisation.

Operational Activity	Lead Group
5.1.1 Provide a workplace that is fit for purpose and supports our people to deliver great services to the community across our administrative buildings and depots.	Business Performance
5.1.2 Progress the development of the Sunshine Coast City Hall in the Maroochydore CBD.	Business Performance
5.3.1 Implementation of strategic initiatives and key projects to support safety performance including the annual safety management plan and the safety management system.	Business Performance
5.6.1 Develop a new People Plan and implement processes and systems to support the delivery of the Council's vision; and provide a safe workplace that attracts and retains high calibre employees.	Business Performance
5.6.2 Develop a comprehensive Legislative and Policy Compliance Framework providing a holistic view of our organisation which captures the legislative, policy and procedural obligations and requirements of all employees.	Office of the CEO
5.6.3 Enhance the Corporate Planning and Performance Framework, including the development of the Corporate Plan 2021-2025.	Office of the CEO
5.7.1 Develop and monitor Council's budget, including legislated requirements.	Business Performance

## Delivering Council services

Corporate Plan Goal 5: An outstanding organisation		Lead Group
Service 26	Elected Council – providing community leadership, democratic representation, advocacy and decision-making.	Office of the Mayor
Service 27	Financial and procurement services – financial and procurement management and governance, ensuring effective business management and legislative compliance, coordination and development of Council's budget process, administration of financial systems, sundry debtors, accounts payable, financial and asset accounting, treasury, procurement, contract and supply functions.	Business Performance
Service 28	Fleet management – providing procurement, maintenance and support to Council's light fleet, heavy fleet, trucks and equipment and coordination of externally hired plant and equipment.	Built Infrastructure
Service 29	Governance – providing internal leadership, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported.	Office of the CEO
Service 30	People and Culture – partner with the organisation to inspire an environment for great leadership and people capability to build on our outstanding organisation for today and the future.	Business Performance
Service 31	Digital Information Services – providing agile and transformative information and technology enabling Council to be a leader in delivering innovative and sustainable services to its community.	Business Performance

# Governance, Risk and Reporting

Council prides itself on its ethical and robust governance culture.



Figure 3: Governance Framework



Governance provides the structure through which Council's vision and objectives are achieved within a context of competing and changing social, economic and environmental challenges.

Corporate Governance refers to the system by which Council is directed and controlled within the local government environment. This diagram (see Figure 3) gives an overview of the Corporate Governance framework processes and practices to enable better decision making for councillors, management and employees of the Sunshine Coast Council.

## Reporting on the progress of the Operational Plan

The Operational Plan provides the basis for reporting to Council on progress towards achieving Corporate Plan goals each quarter.

Business areas provide performance data and highlights regarding;

- services;
- operational activities; and
- significant projects.

This quarterly reporting is presented to Council and also published on Council's website. Highlights and overall progress for the year is also reported in the Council's Annual Report.

## Risk management

Risk management is the identification, assessment and prioritisation of risks. It also includes the steps taken to minimise such risks.

Council has a Risk Management Policy, Risk Management Guideline and Risk Management Framework to assist in identifying risks and opportunities in all aspects of Council operations. The policy and framework are based on AS/NZS/ISO 31000:2009 which is an international standard for risk management.

Council regularly reviews, monitors and reports on risks across Council, including strategic risks, operational risks and project risks; this ensures Council continues delivering quality service to the community through its Operational Plan.



Figure 4: Risk Management

# Australia's most sustainable region Healthy. Smart. Creative.

## Connecting with Council

To receive Council news and information you can subscribe to Council's e-newsletters.

Through social media, Council aims to keep you up to date on a range of Council activities. **Follow Council on:**

 @sunshinecoastcouncil  @councilscc  @sunshinecoastcouncil

Council invites residents to participate in its many forms of community engagement. These engagement activities range from simply telling you about what Council is doing and giving updates on Council activities, to getting your feedback by asking you to have your say.

We encourage you to visit [www.sunshinecoast.qld.gov.au](http://www.sunshinecoast.qld.gov.au)







**Sunshine Coast**<sup>™</sup>  
COUNCIL

Our region.  
**Healthy. Smart. Creative.**

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