

# Attachment Folder

**Under Separate Cover  
Attachments**

**Special Meeting (Corporate Plan)**

**Monday, 12 May 2014**



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# **SUNSHINE COAST COUNCIL**

# **CORPORATE PLAN 2014-2019**

Council report attachment draft as at 5 May 2014

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## Foreword

The ***Sunshine Coast Council Corporate Plan 2014-2019*** sets the strategic direction and priorities for Council for the next five years.

The *Corporate Plan 2014-2019* has been informed by many long-term strategies and considerations for the region. It also sets a new direction for the organisation – one which maintains a strong focus on the core services that Council delivers or facilitates to meet the expectations of the community.

The goals and priorities in the *Corporate Plan 2014-2019* have been guided by the policy foundations already laid down by Council, which have been considered and developed through broad community consultation processes.

These foundations support Council's aspirational vision for the Sunshine Coast:

**To be Australia's most sustainable region – vibrant, green, diverse**

Many people and organisations play a part in achieving this vision for the Sunshine Coast, from local residents, visitors and community organisations to business, industry and governments.

The *Corporate Plan 2014-2019* focuses on the contribution that Council will make over the next five years to realising this important vision for the Sunshine Coast community.

The Corporate Plan is structured around the following five corporate goals, each supported by a suite of outcomes that Council is committed to achieve over this time.



Like all local governments in Queensland, Sunshine Coast Council is required under section 165 of the *Local Government Regulation 2012* (the regulation) to produce and adopt a five year Corporate Plan and to carry out its responsibilities in a way that is consistent with the corporate plan.

The *Corporate Plan 2014-2019* has been produced in accordance with the regulation. It will form the basis of Council's Annual Operational Plan and will guide Council's annual budget deliberations.

Council's progress towards achieving each goal in this plan will be assessed against specific and simple measures and reported through its Annual Report.

The *Corporate Plan 2014-2019* will also be reviewed each year and continue to be informed by emerging issues and trends so that it remains relevant to and reflects community priorities.

As always, Council values feedback from our staff, customers and stakeholders and welcomes any suggestions that may improve our approach to servicing the community. To provide your feedback, please contact Council on 5475 7272 or by email at [mail@sunshinecoast.qld.gov.au](mailto:mail@sunshinecoast.qld.gov.au)

## Message from the Mayor

On behalf of the Sunshine Coast Council, it gives me great pleasure to present the organisation's *Corporate Plan 2014-2019*.

This is the blueprint for Council's future. It defines how we will service and support the community and build a region that is second to none.

Within its pages lie the goals and initiatives that this organisation will pursue to help establish the Sunshine Coast as Australia's most sustainable region – vibrant, green, diverse.

What that means is making decisions and taking action to grow business confidence to ensure the region can provide a wide range of employment and career options – particularly for young people and families.

It means sensible planning and ongoing care of our environment and natural assets so they are enhanced and not lost as the region grows.

And it means maintaining and celebrating the lifestyle and character of our communities – an important part of our wellbeing and who we are.

This region will continue to grow, as major developments like the new city centre in Maroochydore, an international airport and the Sunshine Coast University at Kawana take shape and as more people discover what is so special about the Sunshine Coast.

Council recognises the important responsibility it carries in managing the community's expectations as this growth occurs. It is essential that we remain focussed on the features and attributes which make our region the great place that it is and where we all choose to call home.

Valuing the identity of all of our communities - from the hinterland to the coastal strip – and securing great opportunities for the future is at heart of everything that we will do.

This *Corporate Plan* is for a new organisation and will see us through to 2019. Unsurprisingly, its values and priorities echo what the community and our staff have been telling us they want to see from Council – and that is how it should be.

My fellow Councillors and I recognise that Council's greatest asset is its staff – the women and men who work tirelessly and passionately to support the community of which they are also a part. This *Corporate Plan* recognises their contribution and ensures that the organisation's strategic goals are clearly connected with their aspirations and responsibilities.

Our future is on our hands – we will get out of it what we put into it. What we are putting into the future on behalf of our community is substantial. The results should be equally so.

## Message from the CEO

This *Corporate Plan* reflects a new and exciting time for the Sunshine Coast Council. It is a time of new beginnings, new energy and new opportunities for our organisation and region.

This *Corporate Plan* has been developed to capture these opportunities and set the priorities for the organisation over the next five years. It focusses the organisation on delivering key services to the community, maintaining existing community assets and places a priority on planning for new infrastructure where it is most needed.



Importantly, this *Corporate Plan* reinforces the Council's vision for the Sunshine Coast to be Australia's most sustainable region – vibrant, green, diverse.

At the core of this *Corporate Plan* is an emphasis on strong leadership, strategic partnerships and effective advocacy so the region and each community can reach its full potential.

Over the next decade the Sunshine Coast will be transformed through the delivery of key region-making projects – an expanded central business district in Maroochydore and a new runway at the Sunshine Coast Airport. At the same time, Council will be advocating for critical transport upgrades and consolidating the many community benefits associated with the opening of the new Sunshine Coast University public hospital.

Council and its staff have the opportunity to lead the implementation of some of these projects and in doing so, shape the long-term future of the region.

The organisation will also remain clearly focussed on its most important priority - delivering the wide range of core local government services that help support our communities.

To achieve our goals, we will work collaboratively both within and outside our organisation. This will include community members and volunteers, business suppliers and contractors – and the many others who contribute to servicing our diverse communities. More than ever before, partnerships with other levels of government and commercial entities will be needed to deliver the outcomes that Council seeks on behalf of the community.

I have every confidence in the spirit and determination of this organisation and its commitment to delivering this *Corporate Plan*. Our workforce is highly skilled, dynamic and adaptable in its approaches to tackling the range of challenges ahead. Above all, our staff are committed to delivering fit for purpose, high quality services.

This is an important time for the Sunshine Coast and for the organisation - far reaching decisions and actions will be set in train over the next five years which will significantly shape the future of the region. This *Corporate Plan* has us prepared and geared up for the exciting times ahead.



## Our plan

### Striving for excellence

The Sunshine Coast Council is one of the largest local governments in Australia – serving a community of more than 280,000 residents across an area of approximately 2,291 square kilometres.

As a large regional local government, the Sunshine Coast Council is leading some of the most significant and unique opportunities to grow the prosperity of the community and firmly entrench the region as one of the most desirable places to live, work, invest, play and visit. The region is renowned for its natural assets, distinct communities, location, unprecedented investment opportunities, strong community and unrivalled environmental credentials.

However, as the region continues to grow and change and as government resources become increasingly stretched, Council will face a number of challenges which inevitably impact on the direction the organisation takes and the services it delivers. Council will always seek to tackle challenges proactively to maintain the confidence of its community and ensure core local government services are available, accessible and delivered in the most cost effective way.

Council recognises that it has a responsibility to provide strong leadership for the organisation and the community and strive for excellence in its governance and service standards. Getting this mix right will build a strong and successful organisation that is well placed to make a meaningful contribution to strengthening the vibrancy and prosperity of the region into the future.

Council's *Corporate Plan 2014-2019* marks the commencement of a new era for local government on the Sunshine Coast. The upheaval brought about by changes to the structure of local government in the region over the past six years is now behind us. Through strong leadership and good decision-making, Council is well positioned to be amongst Queensland's most successful local governments.

The Corporate Plan sets high standards and goals for the future, in line with community needs and expectations. Council's approach will focus on excellence, from how we manage waste to how we deliver an international airport.

Importantly, the Corporate Plan is about people, in particular, the more than 1500 staff employed by Council who play an integral role in shaping our organisation and delivering outstanding service to the Sunshine Coast community.

Council highly values the diversity of skills and experience that people bring to the organisation and which they deploy in servicing the community on a daily basis. Our people are our greatest asset. Their passionate commitment to the region and their willingness to go above and beyond is what sets our organisation apart from other councils.

The Corporate Plan provides the foundation for the new Sunshine Coast Council - an organisation that continually strives for excellence by:

- establishing clear goals, priorities and performance expectations
- listening and responding to the needs and aspirations of the community it serves
- maintaining an ongoing commitment to our people and the contributions they make
- investing in the professional development of our staff so they have the opportunity to reach their full potential
- providing an organisational environment that is safe, supportive and encourages innovation and proactive behaviour.

## Serving the community

Every day, Council and its staff deliver a wide range of services, advice, information and experiences to the residents of, and visitors to, the Sunshine Coast.

Council also plans, builds, manages and maintains assets valued at approximately \$3.3 billion, from local roads, pathways and stormwater pipes to aquatic centres, community halls and recreational parks.

These important community assets benefit the region by:

- enabling residents to participate in community activities, access services and enjoy the natural environment
- supporting the economy and enabling local businesses to grow and service their customers
- offering great experiences to visitors.

Much of what Council does on a daily basis can often go unnoticed, but as our *Services snapshot* shows, the contribution of Council and its staff to the wellbeing, liveability and economy of the region is substantial.

## Services snapshot

	Service	Description
1.	<b>Airport</b>	Aeronautical operations, passenger related services and management services for Sunshine Coast Airport and the Caloundra Aerodrome
2.	<b>Beaches foreshores coastal infrastructure and canals</b>	Dredging and sand replenishment, maintenance of dune fencing, revetment walls, jetties, boat ramps, pontoons, groynes and beach access, canal locks, weirs and pumps
3.	<b>Bushland conservation</b>	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
4.	<b>Cemeteries</b>	Providing and maintaining cemeteries for burial and ashes interment
5.	<b>Community and cultural development and partnerships</b>	Planning, partnering and supporting the community in a range of community development, civic and cultural programs; grants
6.	<b>Community venues</b>	Providing, managing and administering the hiring and leasing of community and cultural venues including The Events Centre and other performance venues
7.	<b>Development services</b>	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
8.	<b>Disaster management</b>	Regional disaster management co-ordination including prevention, preparation, response and recovery
9.	<b>Economic development</b>	Industry and business programs and initiatives to support the growth of the regional economy
10.	<b>Elected council</b>	Community leadership, democratic representation, advocacy and decision-making
11.	<b>Holiday parks</b>	Providing and operating holiday parks including caravan, camping and cabin facilities
12.	<b>Libraries</b>	Providing access to information and learning opportunities through static and mobile libraries and loanable items
13.	<b>Lifeguards</b>	Regular patrolling of beaches to ensure the safety and enjoyment of residents and visitors
14.	<b>Local amenity and local laws</b>	Maintaining and regulating local amenity through local laws, regulated parking, community land permits, and management of animals, overgrown land and abandoned vehicles
15.	<b>Public health</b>	Environmental health and compliance with management arrangements for declared pests, protecting public health through mosquito control
16.	<b>Quarries</b>	Provision of quarry products for construction, architectural and landscaping purposes

17.	<b>Recreation parks, trails and facilities</b>	Design, maintenance and management of Council's public open space for active and passive recreation
18.	<b>Rivers, streams, estuaries and water bodies</b>	Providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection, riverbank rehabilitation
19.	<b>Roads, cycleways and pathways</b>	Maintaining and improving the road network and associated assets (sealed and gravel roads, bridges, pathways), vegetation management, construction and project delivery services, permit fees, private works, levies
20.	<b>Road network management</b>	Road transport infrastructure planning, design and delivery, road safety and traffic management, public education programs, streetscapes planning and place making
21.	<b>Sporting facilities</b>	Providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds, multi-sports fields
22.	<b>Stormwater drainage</b>	Managing and maintaining functional stormwater drainage systems
23.	<b>Public lighting</b>	Providing and maintaining public lighting
24.	<b>Sustainable growth and network planning</b>	Land use planning, social policy, infrastructure planning and charges, flood mapping, transportation planning, environmental initiatives
25.	<b>Waste and resource management</b>	Collection and disposal of solid and liquid wastes, operation of waste transfer facilities and landfills, recycling and materials recovery, community education programs

A range of services underpin the operations and activities of Council – namely financial and procurement services, human resource management, governance, information and communication technology, property management, building and facility maintenance, customer and community relations and fleet management. The cost of these corporate services is proportionally allocated to each of the 25 services the community receives.

## The journey so far

Council's roots go back a long way.

Queensland's system of local government was first established in 1879 when the State Government passed the *Divisional Boards Act 1879*. At that time, roads were in a terrible condition because of the damage caused by timber wagons and the dragging of logs, which ruined roads as fast as they were being built or repaired. The state wanted to get local residents to fund their own roads and bridges.

As a result, this region became a part of two large divisional boards – Caboolture and Widgee. By 1912, as settlements had grown, Maroochy Shire Council and Landsborough Shire Council (later to become Caloundra City), had been established as separate identities. Their ratepayers quickly made the councils aware that improving the road system and also its connection to the railway line was to be their first priority.

Over the years, the councils faced other challenges as the region grew. The local economy changed from one that was predominantly agricultural – based on fruit growing, dairying and sugarcane – to one that was based on tourism (with a focus on beaches and surfing) and population growth (retail and construction). The protection of the environment and managing population growth impacts, urban development and canal development became increasingly significant for the councils.

In 2008, following a recommendation of the Local Government Reform Commission, three councils, Maroochy, Caloundra and Noosa, amalgamated to form the first Sunshine Coast Regional Council.

The new Sunshine Coast Council faced the challenge of setting up a shared vision and organisation for the merged councils, at the same time as the effects of the global financial crisis and severe weather events impacted on the area. Once again the priority became repairs to roads and bridges and the welfare of those affected.

In March 2013, the residents of the former Noosa Shire voted to re-establish a Noosa Shire Council. This took effect on 1 January 2014.

Since the formation of local government in the region back in the 1800s, the Sunshine Coast and its governing bodies have experienced significant change.

The new Sunshine Coast Council faces the challenge of building on the achievements of the past and guiding the region into the future; a future heavily influenced by continued population growth and demographic change, significant urban development, and industry growth and diversification. At the same time the new Council must maintain a strong focus on protecting the region's environment, indigenous and cultural heritage and unique lifestyle.

## Shaping our future

The Sunshine Coast Council today is one of the largest local governments (by population) in Australia – administering a region with diverse landscapes and natural assets and supporting a community that continues to experience strong growth.

Council has worked with residents, community organisations, local business and industry to build:

- an economy worth nearly \$13 billion, offering significant, and in some cases unique, public and private investment opportunities
- a national reputation as a leading tourism destination
- a community passionate about maintaining and celebrating the values and attributes of the region and the unique identity of their localities – a “community of communities”
- impressive environmental and sustainability credentials – reflecting the strong desire of the community to maintain and enhance its natural assets, biodiversity, pristine landscapes and outstanding liveability.

These are important foundations for the community and they play a key role in shaping the goals and priorities that Council will pursue over the next five years.

Council cannot however, afford to be complacent.

New challenges and opportunities emerge every day. One way or another, they impact on Council’s approach to servicing the community and positioning the region for the future.

Council is not immune from the forces that are shaping Australia in the 21<sup>st</sup> century. Of particular significance is the effect of the fiscal policies and constraints that are faced by all levels of government – which is resulting in an overall reduction in public investment in critical regional economic and social infrastructure and employment generation programs.

If sustained economic growth and greater community wellbeing are to be achieved and critical infrastructure is to be delivered to service a growing community, then Council needs to be able to source new private investment and encourage a broader mix of employment options. In turn, this will deliver new, enduring careers for local residents and better access for the community to a range of services.

Locally, the significant influences on the goals and priorities that Council will pursue for 2014-2019 include:

- the impact of a growing and ageing population placing increasing pressure on the design, shape and connectivity of communities, the demand for affordable and customised services and range of housing options
- building economic strength and resilience in order to shape the type of population growth that occurs and facilitating investment in infrastructure, services and employment options a growing population requires
- retaining a quality environment and lifestyle as a major priority for the community, which requires ongoing attention and commitment particularly given the region will continue to experience population growth and the associated impact on waterways, coastal areas, ecosystems and other natural assets
- community expectations that Council focuses on delivery, is responsive to the needs of its constituents, ensures value for money in the delivery of services, exhibits fairness and transparency in decision-making and demonstrates high levels of integrity in its actions and service responses.

Council must pursue a targeted approach over the next five years if it is to meet the expectations of the community and play its part effectively in responding to the challenges and opportunities confronting the region.



## Our plan

# Our commitment to the future

## Our vision

Council remains firmly committed to its vision for the Sunshine Coast, first articulated in 2009:

***To be Australia's most sustainable region - vibrant, green, diverse***

This vision reflects an important balance in our economic, social and environmental objectives and influences our approach to serving our community.

A balance that encompasses strength, leadership and collaboration with all elements of the community to maintain and enhance the region's reputation as a highly desirable place to live, work, invest, play and visit and importantly, a region that is connected to the global community.

## Our purpose

In contributing to achieving the vision for the region, Council's purpose is:

***To serve the community well and position the region for the future***

Council is a local service provider, an advocate and a regulator but cannot be all things to all people. Council has a specific and limited range of tools available to assist the community. By focussing on excellence in delivering its services, Council can make a meaningful and tangible contribution to the strength and wellbeing of the region.

## Our goals

Considering the opportunities and challenges that are shaping our future and the vision it has embraced, Council has identified five goals that it will pursue over the period 2014-2019.



Each goal is supported by defined measures and outcomes which will be achieved through a set of priority actions each year that are responsive to the needs of the community.

The delivery of these actions will also help to position the Sunshine Coast Council as one of the most successful local governments in Queensland – a council which:

- is rated amongst the highest performing, financially sustainable councils in Queensland based on independent Queensland Treasury Corporation assessment

- has an established reputation nationally and globally as a local government that encourages worthwhile, high value investment and community participation; enhances its environment; supports lifestyle choices and opportunities
- is recognised as a public sector employer of choice.

## Our values

Everything Council does is underpinned by a set of values that define the culture of the organisation and the behaviours that shape our interaction with the community, partners and each other.

<p><b>Respect for each other</b> in our working relationships</p>	<ul style="list-style-type: none"> <li>• Working collaboratively with honesty, trust and mutual support</li> <li>• Listening to understand other points of view</li> <li>• Valuing individual differences, ideas, opinions and diversity</li> <li>• Building strong partnerships both within outside the organisation</li> <li>• Communicating openly, respectfully and regularly</li> </ul>
<p><b>Being our best</b> by continuing to learn, grow, challenge and change</p>	<ul style="list-style-type: none"> <li>• Taking personal responsibility for our ongoing improvement, learning and development and creating a great place to work</li> <li>• Being responsible and accountable for our own actions</li> <li>• Encouraging new ways of working and innovative ideas</li> <li>• Making health, safety and wellbeing a priority</li> <li>• Celebrating both individual efforts and shared achievements</li> </ul>
<p><b>Working as one team</b> across the organisation and with our community</p>	<ul style="list-style-type: none"> <li>• Collaborating to share ideas, solve problems and achieve results</li> <li>• Building teams involving our colleagues and community</li> <li>• Providing clear direction and practical support</li> <li>• Being respectful in our communications and team approach</li> <li>• Being cooperative, productive team members who are prepared to contribute</li> </ul>
<p><b>High standards</b> in our conduct, service and governance</p>	<ul style="list-style-type: none"> <li>• Conducting ourselves ethically and professionally</li> <li>• Ensuring integrity is at the heart of all we do</li> <li>• Making decisions based on complete information and supporting employees to meet them</li> <li>• Inspiring a sense of purpose and direction</li> </ul>
<p><b>Service excellence</b> to our customers and each other</p>	<ul style="list-style-type: none"> <li>• Delivering our promises</li> <li>• Being clear and timely in our communication</li> <li>• Taking responsibility for assisting our customers</li> <li>• Providing service fairly, promptly and respectfully</li> <li>• Creating positive customer experiences</li> </ul>

# Achieving our goals

## 1. A new economy

**Providing the regional policy and regulatory settings and identity that shape a globally competitive regional economy**

### OUTCOMES FOR 2014-2019

- 1.1 Strong economic leadership, collaboration and identity
- 1.2 New capital investment in the region
- 1.3 Investment growth in high-value industries
- 1.4 Strong local to global connections
- 1.5 A natural, regional major event destination

### AREAS FOR MEASUREMENT

- Strategy implementation
- Infrastructure investment
- Service and program performance
- Client satisfaction

### Photo

### RELATED STRATEGIES AND PLANS

- *Sunshine Coast – The Natural Advantage: Regional Economic Development Strategy 2013-2033*
- *Sunshine Coast Major and Regional Events Strategy 2013-2017*
- *Sunshine Coast Rural Futures Strategy*
- *Sunshine Coast Planning Scheme*

Outcome	Operational activities for 2014-2015		
Strong economic leadership, collaboration and identity	1.1.1	Continue to deliver Council's actions in the <i>Regional Economic Development Strategy 2013-2033</i> including:	
		1.1.1.1 Support the activities of the Sunshine Coast Economic Futures Board, including the development of the New Economy Annual Report	
		1.1.1.2 Implement a new regional investment brand and Regional Investment Prospectus, with a specific focus on the investment potential of the Sunshine Coast Enterprise Corridor	
		1.1.1.3 Implement the Sunshine Coast Planning Scheme, including progression of Council's nominated investigations and priority amendments to the scheme	
New capital investment in the region	1.2.1	Progress the expansion of the Sunshine Coast Airport:	
		1.2.1.1 Complete Environmental Impact Statement	
		1.2.1.2 Determine the financing strategy and model for securing required investment	
	1.2.1.3	Conduct a market sounding and expression of interest process to determine the investment partner	
		1.2.2	Progress the development and delivery arrangements for the Maroochydore Priority Development Area (PDA):
			1.2.2.1 Determine the sequencing of precincts for release to market for development
	1.2.2.2 Determine the financing arrangements for civil works and secure funding		
	1.2.2.3 Implement the governance model for the development of the Maroochydore PDA		
	1.2.2.4 Conduct a market sounding and expression of interest process for the development of the iconic precinct (including an entertainment, convention and exhibition centre)		
	1.2.2.5 Deliver early civil works for the Maroochydore PDA area		
	1.2.2.6	Investigate the development of a digital cities framework for the PDA area	
		1.2.3	Pursue commitments from other levels of government to progress significant regional infrastructure priorities:
			1.2.3.1 Develop and implement a targeted advocacy plans to obtain government commitments to major regional infrastructure priorities
	1.2.3.2 Undertake a feasibility study and seek clarity on Commonwealth approvals to enable further consideration of the Internet Broadband Gateway		
1.2.3.3	Continue to progress planning, infrastructure delivery solutions and service integration for key development areas at Kawana, Palmview and Caloundra South		
	1.2.4	Finalise planning, scoping and financing arrangements to progress the Brisbane Road carpark at Mooloolaba	
Investment and growth in high-value industries	1.3.1	Progress industry and investment plans for high-value industries:	
		a) Health and wellbeing	
		b) Education and research	
		c) Tourism	
		d) Sport and leisure	
		e) Clean technologies	
		f) Aviation and aerospace	
		g) Professional services and knowledge industries	
	h) Agribusiness		
	1.3.2	Build local business capacity:	
1.3.2.1 Facilitate access to specialist advice, information and services			
1.3.2.2	Target Council's procurement policies and practices to support local businesses		
1.3.3	Continue to implement the Caloundra Aerodrome Master Plan and associated		

- property management and leasing arrangements
- 1.3.4 Encourage the development of the Oceanside Kawana Health Precinct:
- 1.3.4.1 Progress land use and infrastructure planning to facilitate delivery of the precinct
- 1.3.4.2 Identify car parking solutions
- 1.3.4.3 Provide investment attraction and business support services to support new business establishment and development in the precinct
- 1.3.4.4 Identify appropriate precinct management solutions and services
- 1.3.4.5 Monitor Council's investment in The Work Shop (an employment services partnership for the Sunshine Coast University Hospital project) and consider future funding arrangements
- Strong local to global connections 1.4.1 Strengthen the export capabilities of the region and source new opportunities for business and infrastructure investment:
- 1.4.1.1 Organise, undertake and report on the outcomes of international investment, trade and export missions
- 1.4.1.2 Promote the region's capabilities, products and services in key markets
- 1.4.1.3 Manage incoming international delegations
- 1.4.1.5 Ensure Queensland Government Trade Commissioners and Austrade officials have access to up to date information on the strengths and competitiveness of the Sunshine Coast
- A natural, regional major event destination 1.5.1 Build the reputation of the region as a major events destination:
- 1.5.1.1 Manage Council's major event sponsorship commitments
- 1.5.1.2 Support the activities of the Sunshine Coast Events Board
- 1.5.1.3 Source and secure new major and regional events
- 1.5.1.4 Identify options to expand the funding base for the support of major and regional events

### Key services

Airport  
Economic development  
Holiday parks

## Achieving our goals

### 2. A strong community

**Supporting an engaged, resilient and inclusive community that embraces diversity**

#### **OUTCOMES FOR 2014-2019**

- 2.1 Safe and healthy communities
- 2.2 Resilient and engaged communities
- 2.3 Culture, heritage and diversity are valued and embraced
- 2.4 People and places are connected

#### **AREAS FOR MEASUREMENT**

- Strategy implementation
- Community satisfaction
- Service and program performance
- Program participation and partnerships

#### **Photo**

#### **RELATED STRATEGIES AND PLANS**

- *Open Space Strategy 2011*
- *Sustainable Transport Strategy 2011-2031*
- *Community Events and Celebrations Strategy*
- *Youth Strategy 2010-2015*
- *Social Infrastructure Strategy 2011*
- *Positive Ageing Strategy 2011-2016*
- *Access and Inclusion Plan 2011-2016*
- *Community Cemetery Plan 2012-2027*
- *Reconciliation Action Plan 2011-2016*
- *Affordable Living Strategy 2010-2020*
- *Active Transport Plan*
- *Sunshine Coast Planning Scheme*

Outcome	Operational activities for 2014-2015
Safe and healthy communities	2.1.1 Manage the Local Disaster Management Committee and provide disaster management services, information and advice
	2.1.2 Develop contemporary flood studies and models to support appropriate land use decisions and disaster preparation and response
	2.1.3 Plan, develop and manage appropriate operating arrangements for Council's community and sporting facilities:
	2.1.3.1 Manage the acquisition and development of sport and recreation facilities
	2.1.3.2 Implement prioritised projects from community facility master plans
	2.1.3.3 Investigate sites and identify options to accommodate difficult-to-locate sport and recreational activities
	2.1.4 Manage impacts on the community from native and domestic animals:
	2.1.4.1 Implement Council's flying fox management plan
	2.1.4.2 Develop and implement an animal management plan
	2.1.5 Manage the contractual arrangements for public lighting
	2.1.6 Facilitate a wider range of housing choice in the region
	2.1.6.1 Profile identified business and industry workforce accommodation needs in the region (based on income, location and demographic considerations) to plan for access to appropriate housing options
	2.1.6.2 Investigate opportunities to encourage the provision of more diverse and resource-efficient housing options around existing centres and transport corridors
	2.1.6.3 Continue to coordinate the work of the Housing Affordability Taskforce and its advice to Council on key housing issues
Resilient and engaged communities	2.2.1 Develop and commence implementation of a new regional social strategy
	2.2.2 Finalise and implement the Sunshine Coast Performance and Community Venues Plan 2014-2029
	2.2.3 Finalise and implement the Sunshine Coast Libraries Plan 2014-2024
	2.2.4 Review the community partnership grants program
Culture, heritage and diversity are valued and embraced	2.3.1 Develop and implement a heritage strategy
	2.3.2 Conduct further due diligence assessment for the Nambour heritage tramway
	2.3.3 Deliver a revised festive season program and key community participation events including New Year's eve at Mooloolaba, citizenship ceremonies and Australia Day civic events
People and places are connected	2.4.1 Improve accessibility within and between communities:
	2.4.1.1 Facilitate the delivery of efficient transport systems and connections
	2.4.1.2 Progress delivery of the pedestrian network and coastal pathways
	2.4.2 Continue to improve community connectivity through use of new digital technologies and online services
	2.4.3 Progress and finalise the Sunshine Coast Light Rail Feasibility Study and undertake community engagement on project elements and potential route options
	2.4.4 Continue to deliver the Sustainable Transport Strategy and Active Transport Plan:
	2.4.4.1 Develop and implement a Sunshine Coast Parking Management Plan including the identification and development of key strategic sites for car parking
	2.4.4.2 Finalise and implement local car parking plans
	2.4.5 Progress and deliver major road infrastructure projects:
	2.4.5.1 Widening of Evans Street, Maroochydore
	2.4.5.2 Next stages of Brisbane Road upgrade, Mooloolaba
	2.4.5.3 Caloundra transport network improvement planning
	2.4.6 Maintain the region's unsealed roads network and identify proposed upgrades

**Key services**

Community venues	Roads, cycleways and pathways
Disaster management	Road network management
Community and cultural development and partnerships	Public lighting
Libraries	Sporting facilities
Lifeguards	Stormwater drainage



## Achieving our goals

### 3. An enviable lifestyle and environment

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

#### **OUTCOMES FOR 2014-2019**

- 3.1 Healthy natural ecosystems and protected remnant vegetation
- 3.2 Well-managed and maintained open space, waterway and foreshore assets
- 3.3A reputation for innovative environmental practices
- 3.4A region shaped by clever planning and design

#### **AREAS FOR MEASUREMENT**

- Strategy implementation
- Organisation carbon footprint
- Community satisfaction
- Service and program performance
- Program participation and partnerships

#### **Photo**

#### **RELATED STRATEGIES AND PLANS**

- *Biodiversity Strategy 2010-2020*
- *Waterways and Coastal Management Strategy 2011-2021*
- *Climate Change and Peak Oil Strategy 2010-2020*
- *Energy Transition Plan 2010-2020*
- *Carbon Neutral Plan 201—2020*
- *Pest Management Plan 2012-2016*
- *Sunshine Coast Planning Scheme*

Outcome	Operational activities for 2014-2015
Healthy natural ecosystems and protected remnant vegetation	3.1.1 Continue to implement Council's Biodiversity Strategy: <ul style="list-style-type: none"> <li>3.1.1.1 Manage and deliver the environmental land acquisition program</li> <li>3.1.1.2 Identify target areas for future Council investment</li> <li>3.1.1.3 Identify appropriate management tools for the on-going protection of region's rich biodiversity</li> <li>3.1.1.4 Finalise the review of the Biodiversity Report (Stage 2) to inform biodiversity conservation and management</li> <li>3.1.1.5 Maintain and manage Council's existing environmental reserves</li> </ul>
Well-managed and maintained open space, waterways and foreshore assets	3.2.1 Manage, maintain the region's important foreshore assets: <ul style="list-style-type: none"> <li>3.2.1.1 Implement the Shoreline Erosion Management Plan</li> <li>3.2.1.2 Implement the Maroochydore Beach Protection Plan</li> <li>3.2.1.3 Implement the Bribie Island – Golden Beach Protection Plan</li> </ul> 3.2.2 Finalise Constructed Water Bodies Asset Management Plan 3.2.3 Partner with government, peak organisations and the community to prepare and implement integrated catchment management plans for Pumicestone Passage and Maroochy River 3.2.4 Manage the region's high quality urban and rural open space network 3.2.5 Develop a Tree and Native Vegetation Policy to enhance the region's urban forest and implement a street tree planting program
A reputation for innovative environmental practices	3.3.1 Continue to embed sustainability principles in services and programs: <ul style="list-style-type: none"> <li>3.3.1.1 Review and implement a range of sustainability programs and incentives to complement Council's vision for the region (for example Living Smart)</li> <li>3.3.1.2 Continue to engage, support and grow community partnerships in managing and enhancing the region's natural assets on public and private lands</li> <li>3.3.1.3 Strengthen Council's approach to working with the Queensland Government, industry, community groups and land owners to manage pest plants and animals in the region</li> <li>3.3.1.4 Finalise a design concept for the Mary Cairncross Scenic Reserve Visitor Education Centre where innovative building design promotes sustainability and uses technology to engage the community in environmental research and education</li> </ul>
A region shaped by clever planning and design	3.4.1 Progress innovative urban design, place development and management projects for: <ul style="list-style-type: none"> <li>3.4.1.1 Caloundra 4551</li> <li>3.4.1.2 Maleny community precinct</li> <li>3.4.1.3 Maroochydore (outside the priority development area)</li> <li>3.4.1.4 Mooloolaba (enquiry by design)</li> <li>3.4.1.5 Nambour heritage precinct</li> </ul> 3.4.2 Provide input to, and endeavour to influence, the review of the South East Queensland Regional Plan including advocating for the retention and preservation of the inter-urban break at the adjoining ends of the Moreton Bay and Sunshine Coast local government areas 3.4.3 Deliver place management projects and initiatives in line with Council's endorsed schedule

### Key Services

Beaches, foreshores, coastal infrastructure and canals  
 Bushland conservation and habitat  
 Recreation parks, trails and facilities  
 Rivers, streams, estuaries and water bodies  
 Sustainable growth and network planning

## Achieving our goals

# 4. Service excellence

**Providing value-for-money services responsive to the needs of the community**

### OUTCOMES FOR 2014-2019

- 4.1 Customer focussed services
- 4.2 Services and assets are efficient, appropriately maintained and managed to meet the needs of a growing community
- 4.3 Sustainable waste and resource management services

### AREAS FOR MEASUREMENT

- Customer satisfaction
- Financial performance
- Asset performance
- Service and program performance

### Photo

### RELATED STRATEGIES AND PLANS

- *Customer Charter*
- *Community Engagement Policy*
- *Long-term Asset Management Plan*
- *Compliance and Enforcement Policy*

Outcome	Operational activities for 2014-2015	
Customer focussed services	4.1.1 Implement new online and mobile technology solutions to support better customer access to council information and services	
	4.1.2 Continue to deliver Council's development assessment services in a manner that supports Council's economic, community and environmental goals for the region and is consistent with statutory obligations	
	4.1.3 Administer Council's local laws in a manner that supports Council's economic, community and environmental goals for the region and is consistent with statutory obligations	
	4.1.4 Conduct reviews of local laws that govern: <ul style="list-style-type: none"> <li>4.1.4.1 Regulated parking on private land</li> <li>4.1.4.2 Footpath trading and dining</li> </ul>	
	4.1.5 Develop a Regional Cemeteries Plan including the identification and analysis of site options to meet projected community need	
	4.1.6 Undertake the Animal Pound Redevelopment Project (for the impounding of both large and small animals)	
Services and assets are efficient, appropriately maintained and managed to meet the needs of a growing community	4.2.1 Develop and deliver the Capital Works Program for 2014-2015 and subsequent years, including determining the timing, sequencing and identification of funding opportunities for community facility commitments	
	4.2.2 Manage infrastructure planning and charges to optimise funding for future community assets	
	4.2.3 Undertake the following reviews and report the outcomes to Council: <ul style="list-style-type: none"> <li>4.2.3.1 Quarries</li> <li>4.2.3.2 Performance and community venues</li> <li>4.2.3.3 Customer contact and after hours service</li> <li>4.2.3.4 Fleet utilisation</li> <li>4.2.3.5 Depot requirements</li> <li>4.2.3.6 Land holdings (state and local government) and facilities</li> <li>4.2.3.7 Pest and vector control</li> <li>4.2.3.8 Caloundra Music Festival (including associated infrastructure)</li> </ul>	
	4.2.4 Finalise the contractual arrangements for, and commence construction of, the Valdora Solar Farm	
	4.2.5 Conduct community and customer surveys to better inform the design and delivery of council services	
	4.2.6 Develop revised performance indicators and reporting systems for standards of service and future funding requirements for council roads, bridges, footpaths, parks, environmental assets and facilities	
	Sustainable waste and resource management services	4.3.1 Develop a new Waste Strategy
		4.3.2 Manage Council's existing waste contracts

### Key services

Building and facilities maintenance  
 Cemeteries  
 Community relations  
 Property management

Development services  
 Local amenity and local laws  
 Public health  
 Waste and resource management

## Achieving our goals

### 5. A public sector leader

**Delivering a high performance organisation, supported by good governance and robust decision-making**

#### **OUTCOMES FOR 2014-2019**

- 5.1 Robust and transparent decision-making
- 5.2 A financially sustainable organisation
- 5.3 An employer of choice
- 5.4 Productive, professional partnerships

#### **AREAS FOR MEASUREMENT**

- Governance standards and compliance
- Financial performance
- Employee engagement and performance
- Program participation and partnerships

#### **Photo**

#### **RELATED STRATEGIES AND PLANS**

- *Financial Sustainability Plan 2010-2020*
- *Governance Framework*
- *Corporate Planning and Reporting Framework*
- *Contracts Governance and Probity Framework*
- *Information & Technology Strategy and Roadmap 2010-2016*
- *Human Resource Management policies*

Outcome	Operational activities for 2014-2015
Robust and transparent decision-making	5.1.1 Develop a position on, and response to, any proposals in relation to further external boundary reviews that may impact on the Sunshine Coast local government area
2	5.1.2 Develop and implement a revised divisional funding allocation policy
2	5.1.3 Establish and implement a new electronic document management system
2	5.1.4 Redesign and implement an integrated corporate performance framework for Council
2	5.1.5 Undertake an analysis of enrolment numbers for each division and provide advice to the Queensland government in the lead up to the 2016 local government elections
A financially sustainable organisation	5.2.1 Develop and implement long-term financial and asset management plans to guide the optimal utilisation of resources
2	5.2.2 Ensure Council's finances are well managed and systems are in place to analyse performance, generate revenue, reduce costs and manage contracts
2	5.2.3 Diversify and strengthen Council's revenue base by identifying options to generate income from new sources
2	5.2.4 Undertake performance reviews of these existing levies and report the outcomes to Council as part of the annual budget deliberations: <ul style="list-style-type: none"> <li>5.2.4.1 Tourism</li> <li>5.2.4.2 Environment</li> <li>5.2.4.3 Heritage</li> <li>5.2.4.4 Transport</li> </ul>
An employer of choice	5.3.1 Implement the modern industrial award and negotiate a new enterprise agreement
	5.3.2 Develop and implement a contemporary human resource management and development plan to attract, retain and develop the workforce
	5.3.3. Continue to embed principles of sustainability and innovation into process, systems and organisational culture
	5.3.4 Deliver the information and technology capital program to improve employee access to information to facilitate better service responses to customers
	5.3.5 Maximise the safety and wellbeing of employees, contractors and volunteers
Productive, professional partnerships	5.4.1 Implement the new corporate brand for Council
2	5.4.2 Enhance the region's and Council's reputation nationally and globally through strong partnerships and alliances
2	5.4.3 Continue managing Council's incoming and outgoing sponsorship arrangements
2	5.4.4 Build and maintain productive working relationships with government, industry and community bodies

**Key Services**

Elected council

Fleet management

Human resource management

Quarries

Financial management

Governance

Information and communication technology

## A focus on delivery

From 1 January 2014, Council reconfigured its operations to ensure it is well placed to respond to emerging regional challenges, take advantage of unique opportunities and accommodate growth and demand for services in a sustainable manner.

This has provided, and will continue to provide, a valuable opportunity for Council and its staff to assess and reinvigorate its operations and services to the wider community.

Council's new corporate structure comprises five departments and an executive office, with a strong focus on achieving the goals and delivering the results in this Corporate Plan.

Importantly, the corporate structure reflects:

- the critical importance to the community of the core services that Council provides – both on a daily basis and in times of emergency
- the need to be well-positioned to capture new opportunities and respond to the challenges that will confront the organisation and the region.

<p><b>Community services</b>          Providing an integral connection between Council and the community.</p> <p>Delivering social, cultural, sport and recreation services, and access to information, community facilities and open space – aimed at encouraging communities to be safe, healthy, active, engaged and vibrant.</p>	<p><b>Infrastructure services</b>          Providing the physical connections that underpin the functioning and wellbeing of the community.</p> <p>Delivering, operating and maintaining infrastructure in the built and natural environment including roads, drainage systems, canals, parks, waterways, bushlands, lakes, beaches and waste and resources management.</p>
<p><b>Corporate strategy and delivery</b>          Providing the strategic direction for the organisation and advancing major regional priorities.</p> <p>Delivering services that support the economic development of the region, facilitate the attraction of new investment in regional priorities, build and promote Council's reputation and focus on keeping the community informed.</p>	<p><b>Regional strategy and planning</b>          Providing the strategies and regulatory settings for managing regional growth and land uses.</p> <p>Delivering Council's regulatory land use planning and development assessment services.</p>
<p><b>Corporate services</b>          Providing support to the organisation to build its capabilities, manages its resources, develop its people and maintain the integrity of its governance practices and systems.</p> <p>Delivering the people, systems, technology and governance to enable business areas service the community.</p>	
<p><b>Office of Mayor and Chief Executive Officer</b>          Providing strategic advice and support services to assist the Mayor, Councillors and Chief Executive Officer to discharge their responsibilities.</p> <p>Delivering professional legal advice and audit compliance services to support the transparency and robustness of council programs, services and decision-making.</p>	

## Definition of key terms

**Advocate:** to speak or argue in favour of something, such as a cause, idea or policy.

**Alliance:** a relationship based on mutual benefit.

**Biodiversity:** the variety of all life-forms including the different plants, animals and micro-organisms and the ecosystems they form.

**Capital works projects:** construction of the necessary infrastructure (eg roads) to support the development of the region.

**Collaboration:** working with someone to produce or create something.

**Corporate Plan:** strategic document that identifies Council's priorities for the next five years.

**Ecological:** to benefit or cause minimal damage to the natural environment in which we live.

**Governance:** guides culture and business practices, effective decision-making through strategic and operational planning, risk management and compliance, financial management and external reporting.

**Infrastructure:** the basic facilities, services and installations needed for the functioning of a community or society, such as transport networks, drainage, water and sewerage.

**Innovative:** introducing new ideas and original and creative thinking.

**Region (Regional):** the area within the Sunshine Coast local government area.

**Resilient:** able to withstand or recover quickly from difficult conditions.

**Social infrastructure:** community facilities, services and networks that help individuals, families, groups and communities meet their social needs.

**Sunshine Coast Enterprise Corridor:** is the area nominated in the *Sunshine Coast Regional Economic Development Strategy 2013-2033* and defined as stretching primarily along the coastal strip from north of the Sunshine Coast Airport to Caloundra South and bounded to the west by the Bruce Highway.

**Sustainable:** meeting the needs of the present without compromising the ability of future generations to meet their own needs.

**Vision:** a statement that describes the future towards which Council is working.



*Please note that selected 'did you know' facts will be placed throughout the corporate plan document.  
This page is not intended to form part of the final publication.*

## Did you know?

- 144 contracts valued at \$152 million (average \$1.1 million per contract) established, varied or extended annually
- 78 tenders valued at \$112 million (average \$1.4 million per tender) publically advertised annually
- 850 hectares of land are regularly sprayed to control mosquitos
- Annually, Council registers over 37,000 dogs and 7,000 cats and administers 172 footpath trading permits each year
- Council has eight branch libraries and two mobile libraries with over 107,000 members
- Council has purchased over 2,761 hectares of land using its Environment Levy since the early 1990's
- Council manages 16 cemeteries throughout the region
- Council manages 16 sport venues across the region
- Council manages and maintains 153 constructed water bodies (including artificial lakes and canals) covering an area of some 477 hectares
- Council manages and maintains 461 recreation parks
- Council owns 600 street lights and 5,000 other public lights (parks, pathways, precincts)
- Council owns and manages 10 performance venues, one gallery and eight community halls
- Council owns and operates 59 sets of traffic signals across the region
- Council provides nine public aquatic centres across the region supporting over 1 million visitations per annum
- Council services 280,000 residents across a region of 2,291 square kilometres
- Council supports over 300 not-for-profit sports clubs across the region
- Council works with over 1,800 not-for-profit community groups across the region
- Council's holiday parks provide 1,188 caravan and camping sites and 36 cabins accommodating an average of 900,000 'people nights' per annum
- Councillors received 1,983 enquiries from the community in 2013
- If it was laid end to end, the stormwater pipe network managed by Council would stretch from Maroochydore to Sydney
- In 2012-2013, the local disaster coordination centre was on high alert on five occasions
- In 2013, 87% of planning applications were decided within 20 days and another 10% within 40 days
- In one year, over 275,000 customer interactions were managed through customer contact centres
- On behalf of council, Surf Life Saving Queensland patrols 21 beaches in the region
- Since 1890, 348 members of the community have served as local government representatives, many undertaking several terms of office. The longest period of continuous service was 34 years
- The Sunshine Coast Airport can service over one million passengers each year
- There are approximately 8.3 million domestic and commercial garbage collections on the Sunshine Coast each year
- There are more than 3,700 kilometres of waterways on the Sunshine Coast
- There are nearly 3000 kilometres of roads, 448 bridges and over 1100 kilometres of pathways maintained by Council
- There are over 35,000 registered businesses on the Sunshine Coast

## Our corporate framework

Diagram to be inserted