



# Sunshine Coast Council Operational Plan 2024-25

June 2024



# Acknowledgement of Traditional Custodians

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share. We recognise that these have always been places of cultural, spiritual, social and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

We commit to working in partnership with the Traditional Custodians and the broader First Nations Aboriginal (and Torres Strait Islander) communities to support self-determination through economic and community development.

Truth telling is a significant part of our journey. We are committed to better understanding the collective histories of the Sunshine Coast and the experiences of First Nations peoples. Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations people.

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi and the Jinibara peoples. We wish to pay respect to their Elders – past, present and emerging, and acknowledge the important role First Nations people continue to play within the Sunshine Coast community.

Together, we are all stronger.

Edition June 2024

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## Acknowledgements

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

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## Image credits

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# Contents

Sunshine Coast Council Corporate Plan 2024-2028	4
Message from the CEO	6

## INTRODUCTION

What is the purpose of the operational plan?	8
How are operational activities determined and aligned across Council?	9
How are operational activities allocated and progressed?	9

## OPERATIONAL ACTIVITIES 2024-25

Our Strong Community	10
Our Environment and Liveability	14
Our Resilient Economy	18
Our Service Excellence	20
Our Outstanding Organisation	22

## GOVERNANCE, RISK AND REPORTING

Corporate governance	24
Reporting on the progress of the operational plan	25
Risk management	25

## CONNECTING WITH COUNCIL

26



# Sunshine Coast Council Corporate Plan 2024-2028

## OUR VISION

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

## OUR PURPOSE

To serve our community with excellence, respect our past, and position our region for the future.

## OUR VALUES

### Care

We care for people and places

### Respect

We respect everyone

### Trust

We trust and empower

### Curious

We explore possibilities

### Connected

We are better together

## OUR GOALS

### OUR STRONG COMMUNITY



Our communities are connected and thriving places where people are included, treated with respect and opportunities are available for all.

#### Strategic pathways

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

### OUR SERVICE EXCELLENCE



Our services are inclusive and responsive to the needs of our community to deliver positive experiences for our customers.

### OUR OUTSTANDING ORGANISATION



Our organisation lives its values and is high performing, sustainable, innovative and community focused, marked by great people, good governance and regional leadership.





## OUR ENVIRONMENT AND LIVEABILITY

Our natural assets, healthy environment and liveability credentials are maintained and enhanced.

### Strategic pathways

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

### Delivery pathways

- Engage with our customers to design inclusive, contemporary and sustainable community services
- Deliver consistent services that provide positive experiences for our community
- Assess service performance using data driven insights to inform sustainable service delivery
- Optimise our services through operational excellence, digital enablement and agile delivery models.

### Delivery pathways

- Maintain a sustainable organisation that is well placed to respond to the needs of our growing region
- Embrace a safe, values based workplace culture that attracts and retains high performing and engaged people
- Maintain a contemporary governance framework that inspires trust and confidence in the operations of Council
- Partner with community, business and other tiers of government to fulfil the needs of our region.

## OUR RESILIENT ECONOMY

Our resilient, high-value economy of choice drives business performance, investment and enduring employment.

### Strategic pathways

- Leadership, sustainability and equity
- Investment in the region
- Business retention and expansion
- Innovation, technological advancement and scaling up
- Talent and skills
- A major and regional event destination.

# Message from the CEO



**Debra Robinson**  
**Acting Chief Executive Officer**

The Sunshine Coast has a clear vision for the future as Australia's most sustainable region. This vision sets a clear and balanced strategic direction for our region that guides Council's priorities and resources through the Corporate Plan 2024-2028.

The Operational Plan 2024-25 advances the strategic goals and pathways from the Corporate Plan and establishes Council's priority activities for the financial year and outlines the delivery responsibility. This line of sight to our Corporate Plan enables Council to monitor progress and keep our community informed as we advance the goals for our region.

Over the next 12 months Council will continue to engage with our community, and our business and industry sectors, in an inclusive manner as we progress our strategic priorities, including:

- advancing our shared goal of a strong community through the refreshed Sunshine Coast Community Strategy and Action Plan
- raising awareness and implementing support initiatives for key social issues with a focus on homelessness and domestic and family violence prevention
- developing the next version of the Active Transport Plan that recognises walking and riding as an essential part of an integrated transport system
- continuing our emphasis on sustainability by building a more resilient Sunshine Coast region through our waste initiatives, emission reduction, climate risk management and progressing a dark sky reserve for current and future generations to enjoy
- delivering a resilient economy through strong advocacy, providing support for local

businesses and fostering innovation and digital capability within the region

- undertaking a service review program to keep a focus on appropriate, efficient and effective delivery models that provide value for our community
- implementing the Customer Experience Roadmap to keep our customers at the centre of everything we do, and
- developing an Organisational Excellence Strategy to build the capabilities, capacity and agility of the organisation to implement regional objectives and respond to the needs of our community.

The Sunshine Coast is a special place, from the beaches to the hinterland there is something for people of all abilities to enjoy. It is critical that we continue to provide a focus on maintaining and enhancing the liveability of our region through clever planning and good design, especially as we progress the new Sunshine Coast Planning Scheme and consider legacy outcomes from the Brisbane 2032 Olympic and Paralympic Games. The proposed new planning scheme has been informed by preliminary consultation with our community and is progressing through a State Interest Review with the Queensland Government, prior to undertaking formal public consultation. I encourage members of our community, businesses and industry to stay informed and continue to have your say in this important project.

The Operational Plan 2024-25 identifies 86 activities and 31 service outputs that will be the basis of regular progress reporting to our community. Council will publish quarterly reports on our website to update our community on the progress of the Operational Plan activities, key service statistics and outstanding service achievements. There is a lot to be proud of across our Sunshine Coast region and I look forward to working together to continue to progress our vision and deliver important services for our community.

**Debra Robinson**  
**Acting Chief Executive Officer**



## What is the purpose of the operational plan?

The Corporate Plan 2024-2028 is Council's 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.

Council is committed to embedding the United Nations Sustainable Development Goals (UNSDGs) for peace, prosperity, people and planet into our corporate plan, strategies, plans and associated progress reporting. The UNSDGs provide a comprehensive and internationally recognised framework with which to align our activities. This operational plan identifies how it contributes to UNSDGs on each corporate plan goal page.



Figure 1: Corporate Planning and Reporting Framework



## How are operational activities determined and aligned 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 and risks. Each operational activity aligns with one of the strategic goals as defined in the Corporate Plan 2024-2028. The corporate plan goals have two pathway types which are used to underpin the goals and help connect planning for the future, current service delivery and organisational performance activities.

- 1 Strategic pathways describe where Council is working to position itself to be better able to progress our vision and strategic intent within our regional goals.
- 2 Delivery pathways describe our organisational outcomes from a community-centric perspective and describe our capabilities and how we work together to achieve our purpose and deliver our goals.

These pathways are cascaded into the Operational Plan, together this structure provides a holistic and integrated approach to progress Council's vision, strategies and plans.

## How are operational activities allocated and progressed?

The Operational Plan 2024-25 assigns lead responsibility for each operational activity to a 'Group' within the Organisational Structure (see Figure 2). 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.

Operational activities are incorporated into Group and Branch plans, as well as individual performance plans.

The successful implementation and resulting contribution to achieving the outcomes described in the Corporate Plan 2024-2028 relies on a collaborative approach by our elected representatives, employees, contractors, partners and volunteers.

This joint approach, for which the Sunshine Coast is renowned, enables consistent, focused, timely and value-for-money services to be delivered to our community.

Figure 2: Organisational Structure





# Our Strong Community

Our communities are connected and thriving places where people are included, treated with respect and opportunities are available for all.

## STRATEGIES

The **Sunshine Coast Community Strategy 2019-2041** provides a long-term framework for how Council and our community will work together to advance our shared goal of a strong community through to 2041 so we can remain strong, continue to thrive and adapt well to change.

Connecting our communities is an important element of our strong community. The **Integrated Transport Strategy** focuses on achieving a connected, smart, integrated, safe and efficient transport system that services and supports our growing population.

These strategies are cascaded through the Corporate Plan 2024-2028 to establish the operational plan activities for the financial year which progress the strategic pathways and advance our vision and goals.

## STRATEGIC PATHWAYS

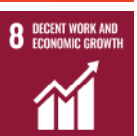
1. **Healthy and active communities.**
2. **Vibrant community places and spaces that are inclusive, accessible and adaptable.**
3. **An inclusive community, with opportunities for everyone.**
4. **Connected, resilient communities, with the capacity to respond to local issues.**
5. **Creative and innovative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

## OPERATIONAL ACTIVITY

## LEAD GROUP

1.1.1 Identify and secure an enduring legacy for the Sunshine Coast as a key delivery partner in the Brisbane 2032 Olympic and Paralympic Games and work collaboratively with our key partners to identify and implement Sunshine Coast specific themes, opportunities and challenges.	Economic and Community Development
1.1.2 In collaboration with our Games Delivery Partners, progress the planning, design and delivery of the region's Brisbane 2032 Olympic and Paralympic Games venues – Sunshine Coast Stadium, Sunshine Coast Indoor Sports Centre, Sunshine Coast Mountain Bike Centre and the Sunshine Coast Athletes' Village.	Economic and Community Development
1.1.3 Deliver the Healthy Sunshine Coast program to increase health and wellbeing in the community through low cost or free activities and workshops across our region.	Economic and Community Development
1.1.4 Progress recommendations from the Lifeguard Service Plan 2023-2028, including: <ul style="list-style-type: none"> <li>• the service increase at Maroochy River Mouth to include weekends between September and May</li> <li>• increase Bokarina to a Tier 2 service to be patrolled during September and May, winter weekends and public holidays, and</li> <li>• increase the Buddina/Kawana service to provide a lunch shift during September and Easter school holidays to maintain staffing across the full day.</li> </ul>	Economic and Community Development

Alignment to UNSDGs



## OPERATIONAL ACTIVITY

## LEAD GROUP

<p><b>1.1.5</b> Implement prioritised actions from the Sunshine Coast Sport and Active Recreation Plan 2011-2026, including:</p> <ul style="list-style-type: none"> <li>the demolition and construction of a new clubhouse for the Caloundra City Churches Football Club</li> <li>finalise review of the Non-Motorised Water Sports Plan</li> <li>the construction of new change rooms, amenities and storage for Palmwoods cricket and rugby league clubs, and</li> <li>upgrade of access road at the Ballinger Park Sports Complex, Buderim.</li> </ul>	<p>Economic and Community Development</p>
<p><b>1.1.6</b> Progress implementation of the Honey Farm Road sport and recreation project with a focus on preparing the fields and facilities to activate the designated sporting uses.</p>	<p>Liveability and Natural Assets</p>
<p><b>1.2.1</b> Implement prioritised actions from the Sunshine Coast Aquatic Plan 2011-2026, including the commencement of Stage 2 works at Kawana Aquatic Centre main administration building, change rooms and amenities.</p>	<p>Economic and Community Development</p>
<p><b>1.2.2</b> Implement prioritised projects and programs from the Sunshine Coast Library Plan 2014-2024 and the Library Network Plan 2019-2041, including: delivery of programs that support life-long learning; planning for the delivery of new and refurbished libraries at Caloundra, Nambour and Sippy Downs, and commence the development of a new contemporary Library Service Plan.</p>	<p>Economic and Community Development</p>
<p><b>1.2.3</b> Finalise the Kulangoor Cemetery Master Plan in consultation with the Cemetery Services Community Reference Group to ensure Council can continue to meet the region's evolving needs for end-of-life services.</p>	<p>Customer and Planning Services</p>
<p><b>1.2.4</b> Coordinate the delivery of Council's Transport Levy policy and projects including encouraging sustainable travel choices by supporting the planning and delivery of major public transport enhancements, conducting travel behaviour change programs and connecting our local communities with trial transport services, such as the provision of the Flexilink and Council Link bus services, the ThinkChange programs for workplaces, events and communities, and the Ridescore Active Schools program.</p>	<p>Customer and Planning Services</p>
<p><b>1.2.5</b> Finalise planning and options analysis for the repurposing of the Nambour administration buildings to inform detailed designs and development of an implementation plan for staged delivery.</p>	<p>Liveability and Natural Assets</p>
<p><b>1.2.6</b> Progress construction of Library+ Caloundra and finalise operational management frameworks to ensure functional readiness of the library community and corporate facilities.</p>	<p>Liveability and Natural Assets</p>
<p><b>1.3.1</b> Finalise the Sunshine Coast Stretch Reconciliation Action Plan and implement a new set of actions for the next three years to embed reconciliation within the workplace and to support improved social and economic outcomes for the First Nations community.</p>	<p>Economic and Community Development</p>
<p><b>1.3.2</b> Deliver the Youth Leaders Academy program to foster youth leadership, identify youth-led initiatives and empower young people to drive sustainable and positive change in their communities.</p>	<p>Economic and Community Development</p>

## OPERATIONAL ACTIVITY

## LEAD GROUP

<p><b>1.3.3</b> Work collaboratively to deliver initiatives and outcomes that build a welcoming, inclusive and culturally diverse community including review of Multicultural Welcome Hub, ongoing delivery of Shine a Light on Racism campaign for broader community, businesses and sporting organisations, migrant employment and business opportunities, and progress of the Welcoming Cities standard.</p>	<p>Economic and Community Development</p>
<p><b>1.3.4</b> Implement the Community Engagement Policy and Excellence in Engagement Framework to support the delivery of best practice engagement.</p>	<p>Economic and Community Development</p>
<p><b>1.3.5</b> Continue to implement the Housing and Homelessness Action Plan with a focus on the delivery of affordable housing initiatives and reviewing Council processes and charges.</p>	<p>Customer and Planning Services</p>
<p><b>1.3.6</b> Deliver on the actions set out in the All Abilities Action Plan 2024-2028 to improve inclusion and accessibility for people with disability, including raising awareness and education around disability, introducing the Hidden Sunflower initiative and Cérge at Council venues, expanding mobility mapping, promoting guidelines for inclusive events and activities, and developing guidelines to improve communications.</p>	<p>Economic and Community Development</p>
<p><b>1.4.1</b> Support community organisations to deliver projects and events, and operate facilities that meet community need through the community grants program.</p>	<p>Economic and Community Development</p>
<p><b>1.4.2</b> Complete a refresh of the Sunshine Coast Community Strategy and Action Plan 2019-2024 and commence implementation a renewed set of actions for the next five years, working with the community towards our shared goal of a strong community.</p>	<p>Economic and Community Development</p>
<p><b>1.4.3</b> Undertake a review and develop the next version of the Active Transport Plan that recognises walking and riding as an essential part of an integrated transport system by providing greater transport options, safer streets, opportunities to improve resident wellbeing and the liveability of the region.</p>	<p>Customer and Planning Services</p>
<p><b>1.4.4</b> Complete the design and progress construction of Section 1 of the Caloundra Transport Corridor Upgrade project and continue collaboration with Council's funding partners for Section 2 to provide safer and more direct road and active transport access to Caloundra.</p>	<p>Liveability and Natural Assets</p>
<p><b>1.4.5</b> Progress a detailed business case and early works investigations with the State Government for the Sunshine Coast Public Transport project to maintain liveability and connectivity for the Sunshine Coast.</p>	<p>Customer and Planning Services</p>
<p><b>1.4.6</b> Review and develop the Road Safety Plan and implement initiatives that support liveable neighbourhoods and limit the number of road related injuries and ensure all three tiers of government work towards a common goal of reducing the impact of road trauma through a 'One Network' approach to road management.</p>	<p>Built Infrastructure</p>
<p><b>1.4.7</b> Work collaboratively with community organisations and government agencies to raise awareness and support initiatives for key social issues with a focus on homelessness and domestic and family violence prevention.</p>	<p>Economic and Community Development</p>

## OPERATIONAL ACTIVITY

## LEAD GROUP

<p><b>1.4.8</b> Provide effective, timely and coordinated planning, preparedness, response and recovery for the region in response to disaster events and undertake a review of Council's Local Disaster Management Plan.</p>	<p>Built Infrastructure</p>
<p><b>1.5.1</b> Deliver the Sunshine Coast's premier multi-arts Horizon Festival to celebrate place, encourage community participation and provide opportunities to present and build capacity for our local arts sector.</p>	<p>Economic and Community Development</p>
<p><b>1.5.2</b> Develop and deliver Council's Arts Levy Program to support an annual program of developmental opportunities for the creative sector and in line with the Sunshine Coast Creative Arts Plan 2023-2038, coordinate the delivery of the Regional Arts Development Fund and deliver an engaging Regional Gallery program of exhibitions and events.</p>	<p>Economic and Community Development</p>
<p><b>1.5.3</b> Develop and deliver Council's annual Heritage Levy program to support the implementation of priority activities and projects identified in the Sunshine Coast Heritage Plan 2021-2031 including the next stage of planning for the Sunshine Coast Regional Collection Store, delivery of activation events for Bankfoot House and the Landsborough Museum, building the capacity of the region's network of heritage community organisations, and support to First Nations priority projects.</p>	<p>Economic and Community Development</p>

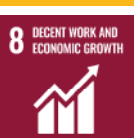
## SERVICE OUTPUTS

Council delivers the following services under this goal

<p><b>Service 1</b></p>	<p>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.</p>
<p><b>Service 2</b></p>	<p>Community venues – providing, managing, programming and administering community and cultural venues including the Events Centre, Venue 114 and other community spaces.</p>
<p><b>Service 3</b></p>	<p>Disaster management – providing regional disaster management coordination including prevention, preparation, response and recovery.</p>
<p><b>Service 4</b></p>	<p>Libraries – providing access to information and learning opportunities through static and mobile libraries, programs and loanable items.</p>
<p><b>Service 5</b></p>	<p>Lifeguards – providing regular patrols of beaches to ensure the safety and enjoyment of residents and visitors.</p>
<p><b>Service 6</b></p>	<p>Public Lighting - providing and managing public lighting.</p>
<p><b>Service 7</b></p>	<p>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.</p>
<p><b>Service 8</b></p>	<p>Sporting facilities – providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds and multi-sports fields.</p>



# Our Environment and Liveability



Alignment to UNSDGs

Our natural assets, healthy environment and liveability credentials are maintained and enhanced.

## STRATEGIES

The **Sunshine Coast Environment and Liveability Strategy (2023 edition)** provides the overarching direction to guide growth and deliver a healthy environment and liveable Sunshine Coast in 2041 and focuses on the preservation and enhancement of the natural environment and the liveability of the region.

This strategy is cascaded through the Corporate Plan 2024-2028 to establish the operational plan activities for the financial year that progress the strategic pathways and advance our vision and goals.

## 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	Progress the new planning scheme informed by the preliminary community consultation outcomes and the State Interest Review, prior to undertaking formal community consultation on the proposed planning scheme that will shape future settlement patterns across the region.	Customer and Planning Services
2.1.2	Continue to negotiate with landowners in relation to the Palmview Infrastructure Agreement to ensure delivery of all infrastructure obligations under the agreement.	Customer and Planning Services
2.1.3	Continue to advocate Council's policy positions to the State Government to inform the South East Queensland Regional Plan implementation projects.	Customer and Planning Services
2.1.4	Continue to work with the State Government to progress the preparation of planning for the Beerwah East South East Queensland Development Area.	Customer and Planning Services
2.1.5	Advocate for the protection of the Regional Inter-urban Break in perpetuity to secure the environmental, production and recreation values through its retention at current extent and identifying and acquiring strategic land.	Liveability and Natural Assets
2.1.6	Progress priority activities from the Environment and Liveability Strategy five-year implementation plan, including a revised Part C - Network Plan and progressing the dark sky reserve proposal.	Liveability and Natural Assets
2.1.7	Improve stormwater asset identification and condition reporting to better shape appropriate levels of service in accordance with the Stormwater Management Strategy.	Built Infrastructure

## OPERATIONAL ACTIVITY

## LEAD GROUP

2.1.8	Finalise and promote the Design Guide for Multi-Unit Developments to encourage better designed neighbourhoods and more liveable, healthy housing outcomes which align with the principles contained in the Sunshine Coast Design Yellow Book.	Customer and Planning Services
2.1.9	Deliver an integrated coastal management program including implementation of the Coastal Hazard Adaptation Strategy and finalisation of a Healthy Coast Management Plan and a Shoreline Erosion Management Plan.	Liveability and Natural Assets
2.1.10	Implement the Resource Recovery Strategy 2023 including construction of a new resource recovery centre within the Nambour waste precinct, and development of a Master Plan for the Sustainability Park.	Liveability and Natural Assets
2.1.11	Coordinate the delivery of Council's Environment Levy including the strategic land acquisition program and environment levy partnerships and grants.	Liveability and Natural Assets
2.1.12	Continue the planning, stakeholder consultation and community engagement for the Maud Street and Sugar Road Transport Corridor upgrade.	Customer and Planning Services
2.2.1	Coordination of weed management activities, demonstration sites, and exploring new technology and methodologies to improve industry and community understanding of weed management practices.	Liveability and Natural Assets
2.2.2	Review and update the Shorebird Conservation Plan, including community consultation, to support the recovery and conservation of Shorebird populations on the Sunshine Coast by reducing threats, improving habitat quality, and strengthening community-based management.	Liveability and Natural Assets
2.3.1	Implement Blue Heart Sunshine Coast in partnership with Unitywater and the State Government including delivery of the Blue Carbon Pilot project, land acquisitions, land management activities and stakeholder engagement.	Liveability and Natural Assets
2.3.2	Continue to implement the Sunshine Coast Ecological Park Masterplan including staged design and delivery and exploring strategic and financial partnerships to help realise the park's benefits.	Liveability and Natural Assets
2.3.3	Progress projects funded through the Queensland Reconstruction Authority for the reconstruction of essential public assets in our region that have been affected by natural disasters.	Built Infrastructure
2.3.4	Commence development of the next 10-year Streetscape Revitalisation Program 2026–2036 and progress delivery of placemaking initiatives including streetscape improvements for Mooloolaba, Eumundi, Maleny, Nambour, Maroochydore and Cooloom.	Liveability and Natural Assets
2.3.5	Implement activities to support a climate ready organisation, through emissions reduction and climate risk management, including delivery of the critical infrastructure failure and cascading climate risk project.	Liveability and Natural Assets
2.4.1	Implement the Street Tree Master Plan to protect, enhance and maintain the region's existing and future street tree network through additional planting, better selection, placement and care of these environmental assets across the Sunshine Coast.	Built Infrastructure
2.4.2	Coordinate the implementation of the Sunshine Coast Biosphere in partnership with our community and investigate other complementary protection mechanisms.	Liveability and Natural Assets

## OPERATIONAL ACTIVITY

## LEAD GROUP

<p>2.4.3 Implement strategic actions within the Recreation Parks Plan to design and deliver recreation parks that support the health and lifestyle needs of our region's communities, including: complete the Play Opportunities Plan, develop guidelines for park trees which meet urban forest objectives, and provide additional opportunities for community tree planting in recreation parks.</p>	<p>Built Infrastructure</p>
<p>2.5.1 Implementation of large-scale battery energy storage systems to increase utilisation of renewable energy and reduce energy costs.</p>	<p>Business Performance</p>
<p>2.5.2 Evaluate tender submissions for design, construction and operation of a Food Organics and Garden Organics (FOGO) Facility, which would support achieving landfill diversion targets and improve emissions reductions.</p>	<p>Liveability and Natural Assets</p>
<p>2.5.3 Investigate and engage with our community regarding opportunities and costs to introduce alternative large items waste services such as kerbside collection, vouchers and skip bag collection.</p>	<p>Liveability and Natural Assets</p>

## SERVICE OUTPUTS

Council delivers the following services under this goal

<p>Service 9</p>	<p>Stormwater drainage – managing and maintaining functional stormwater drainage.</p>
<p>Service 10</p>	<p>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.</p>
<p>Service 11</p>	<p>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.</p>
<p>Service 12</p>	<p>Recreation parks, trails and facilities – providing design, maintenance and management of Council's public open space for active and passive recreation.</p>
<p>Service 13</p>	<p>Rivers, streams, estuaries and water bodies – providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation.</p>
<p>Service 14</p>	<p>Sustainable growth and network planning – providing land use planning, social policy, infrastructure planning and charges, flood mapping, transportation planning and environmental initiatives.</p>
<p>Service 15</p>	<p>Waste and resource management – collection and disposal of solid and liquid wastes, operation of waste transfer facilities and landfills, recycling and materials recovery, and community education programs.</p>







# Our Resilient Economy

Our resilient, high-value economy of choice drives business performance, investment and enduring employment.

## STRATEGIES

The **Sunshine Coast Regional Economic Development Strategy 2013-2033** sets a 20-year blueprint for the transformation of the region's economy – from a traditional, consumption dependent economy to one that is more responsive to demand and to global and national conditions and opportunities.

This strategy is cascaded through the Corporate Plan 2024-2028 to establish the operational plan activities for the financial year that progress the strategic pathways and advance our vision and goals.

## STRATEGIC PATHWAYS

1. Leadership, sustainability and equity.
2. Investment and growth.
3. Business retention and expansion.
4. Innovation, technological advancement and scaling up.
5. Talent and skills.
6. A major and regional event destination.

## OPERATIONAL ACTIVITY

## LEAD GROUP

<p><b>3.1.1</b> Progress priority activities from the Regional Economic Development Strategy five-year implementation plan to deliver a resilient economy for the Sunshine Coast region, including analysis of economic information to guide strategic directions and advocacy, supporting the growth of a circular economy, and advocating for accessible and inclusive communities that enable workforce participation.</p>	<p>Economic and Community Development</p>
<p><b>3.2.1</b> Supporting Economic Development Queensland (EDQ) and Sunshine Coast Airport to finalise the preparation of the Development Scheme for the Sunshine Coast Airport Priority Development Area (PDA) and liaise with EDQ about Council's requirements relating to the assessment of development applications in the PDA.</p>	<p>Customer and Planning Services</p>
<p><b>3.2.2</b> Progress the staged design and implementation of the Caloundra Community and Creative Hub Precinct in alignment with the objectives of the Caloundra Centre Master Plan.</p>	<p>Liveability and Natural Assets</p>
<p><b>3.2.3</b> Support investment and growth in the region by positioning the Sunshine Coast as an investment destination of choice through:</p> <ul style="list-style-type: none"> <li>• targeted marketing campaigns and bespoke investment facilitation services</li> <li>• support opportunities that enable business exports out of the region, and</li> <li>• leverage the Brisbane 2032 Olympic and Paralympic Games to raise awareness of investment opportunities and to create economic assets for the future.</li> </ul>	<p>Economic and Community Development</p>

Alignment to UNSDGs





## OPERATIONAL ACTIVITY

## LEAD GROUP

<p><b>3.2.4</b> Finalise the review of the infrastructure agreements for the Maroochydore City Centre Priority Development Area to ensure consistency with the amended Development Scheme (No. 3) and continue to liaise with Economic Development Queensland about Council's requirements relating to the assessment of development applications in the Priority Development Area.</p>	<p>Customer and Planning Services</p>
<p><b>3.2.5</b> Implement prioritised actions across Council's Holiday Parks business including:</p> <ul style="list-style-type: none"> <li>• the commencement of Cotton Tree and Dicky Beach Holiday Park powered site upgrades</li> <li>• continue investigations into a new Holiday Park development site, and</li> <li>• undertake a review of the business plan to support Council's Holiday Parks business beyond 2025.</li> </ul>	<p>Economic and Community Development</p>
<p><b>3.3.1</b> Progress the implementation of the Mooloolaba Master Plan with construction commencing on Stage 2 Central Meeting Place and Southern Seawall as part of the Mooloolaba Foreshore Revitalisation project, and complete early works for the final stage of the Brisbane Road, Mooloolaba four lane road upgrade (Bandari Court section).</p>	<p>Liveability and Natural Assets</p>
<p><b>3.3.2</b> Support local businesses through the delivery of:</p> <ul style="list-style-type: none"> <li>• the Local Business Support Program</li> <li>• targeted campaigns such as the Buy Local initiative</li> <li>• workshops and events for business owners to raise capacity, build resilience and business growth, and</li> <li>• deliver bespoke place activation initiatives to drive economically viable and vibrant precincts.</li> </ul>	<p>Economic and Community Development</p>
<p><b>3.3.3</b> Continue to position Visit Sunshine Coast as a key delivery partner for Council to deliver significant tourism expenditure outcomes across the local government area including reviewing the funding and performance deed.</p>	<p>Economic and Community Development</p>
<p><b>3.4.1</b> Continue to promote and advance the region's innovation and digital capability through:</p> <ul style="list-style-type: none"> <li>• the development of the region's innovation ecosystem in collaboration with key strategic delivery partners</li> <li>• leveraging key physical assets including the Sunshine Coast International Broadband Network, and</li> <li>• supporting Smart City initiatives to further support local businesses and attract investment to the region.</li> </ul>	<p>Economic and Community Development</p>
<p><b>3.5.1</b> Work with education and training sector and the broader industry to implement 'Study Sunshine Coast' and better prepare and connect young people to education and employment opportunities in the region including through skills development, innovation and employability initiatives.</p>	<p>Economic and Community Development</p>

## OPERATIONAL ACTIVITY

## LEAD GROUP

- |  |                                    |
|--|------------------------------------|
| <b>3.5.2</b> Conduct talent attraction, development and retention programs to support the growth of a high-quality workforce for local businesses and support local education and training providers to build pathways for workforce development aligned with local industry needs and opportunities.  | Economic and Community Development |
| <b>3.6.1</b> Develop and attract events and sporting opportunities at Council venues including Caloundra Indoor Stadium, Maroochydore Multi Sports Complex, Nambour Showgrounds, Sunshine Coast Stadium and Venue 114 and other community spaces.  | Economic and Community Development |
| <b>3.6.2</b> Implement the refreshed Major Events Strategy 2018-2028 with a focus on: <ul style="list-style-type: none"><li>• prioritising a broad and balanced major events calendar for the region</li><li>• legacy opportunities for the Brisbane 2032 Olympic and Paralympic Games, and</li><li>• the delivery of the 'Emerging Events' category to ensure new events are actively encouraged and supported to grow within the region.</li></ul> | Economic and Community Development |

## SERVICE OUTPUTS

Council delivers the following services under this goal

- |                   |  |
|-------------------|--|
| <b>Service 16</b> | Economic development – providing industry and business programs and initiatives to support the growth of the regional economy. |
| <b>Service 17</b> | Holiday parks – providing and operating holiday parks including caravan, camping and cabin facilities.                         |





# Our Service Excellence

Our services are inclusive and responsive to the needs of our community to deliver positive experiences for our customers.

## DELIVERY PATHWAYS

1. Engage with our customers to design inclusive, contemporary and sustainable community services.
2. Deliver consistent services that provide positive experiences for our community.
3. Assess service performance using data driven insights to inform sustainable service delivery.
4. Optimise our services through operational excellence, digital enablement and agile delivery.

## OPERATIONAL ACTIVITY

## LEAD GROUP

4.1.1	Finalise and implement the Strategic Asset Management Plan that delivers consistent asset management practices, processes and systems throughout the organisation.	Built Infrastructure
4.1.2	Deliver the capital works program based on robust scopes, cost and risk assessment with well sequenced delivery schedules aligned to corporate priorities and long-term financial plans.	Liveability and Natural Assets
4.2.1	Implement the Customer Experience Roadmap that embeds customer experience into all of Council's operations and aligns to the International Customer Service Standard.	Customer and Planning Services
4.3.1	Deliver the Smart City Framework and Implementation Plan 2022-2025 and continue to: develop a solutions pipeline; data acquisition services; and, the expansion of telecommunications and connectivity which realises Smart City opportunities and further develops Council's data driven decision making capability.	Business Performance
4.4.1	Progress development of an outcomes-based model for Council's planning, budget development and resource decision making processes, including analysis of the current service architecture and undertaking a program of service reviews.	Civic Governance

Alignment to UNSDGs





## SERVICE OUTPUTS

Council delivers the following services under this goal

- |                   |  |
|-------------------|--|
| <b>Service 18</b> | Cemeteries – providing and maintaining cemeteries for burial and ashes interment.  |
| <b>Service 19</b> | 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.   |
| <b>Service 20</b> | 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. |
| <b>Service 21</b> | 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.  |
| <b>Service 22</b> | 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.  |
| <b>Service 23</b> | Public health – protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations.  |
| <b>Service 24</b> | Quarries – providing quarry products for construction, architectural and landscaping purposes.   |
| <b>Service 25</b> | 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.  |



# Our Outstanding Organisation

Our organisation lives its values and is high performing, sustainable, innovative and community focused, marked by great people, good governance and regional leadership.

## DELIVERY PATHWAYS

1. Maintain a sustainable organisation that is well placed to respond to the needs of our growing region.
2. Embrace a safe, values based workplace culture that attracts and retains high performing and engaged people.
3. Maintain a contemporary governance framework that inspires trust and confidence in the operations of Council.
4. Partner with community, business and other tiers of government to fulfil the needs of our region.

## OPERATIONAL ACTIVITY

## LEAD GROUP

5.1.1	Develop and progress implementation of an Organisational Excellence Strategy to build the capabilities and capacity of the organisation to implement regional objectives and respond to the needs of the community.	Civic Governance
5.1.2	Develop the Corporate Plan 2025-2029 informed by community consultation and evidence based data to set the strategic direction for Council for the next five-years.	Civic Governance
5.1.3	Continue to review and develop the long-term financial plan based on sound financial modelling that includes improved contributed asset processes, enhanced asset management valuation systems and the delivery of a well-informed budget, maintaining long term financial sustainability.	Business Performance
5.1.4	Progress the implementation of the Digital Plan focusing on cyber security, systems rationalisation, network infrastructure, workplaces technology and enhancing customer experience.	Business Performance
5.1.5	Streamlining business processes via enterprise data management and artificial intelligence that support self-service and streamlined delivery.	Business Performance
5.1.6	Undertake a review of Council's approach to procurement to maximise organisational and community outcomes through engagement and benchmarking against like organisations to ensure Council is using best practice in procurement to maximise organisational and community outcomes.	Business Performance
5.2.1	Develop and implement a People Plan that builds and maintains a high performance and values-based culture and includes a workforce plan that enables Council to ensure our people and services are skilled to meet the needs of our Sunshine Coast community.	Business Performance
5.2.2	Implement wellbeing, health and safety initiatives focused on managing critical risks, improving the safety management system, strengthening education, and delivering a psychosocial framework.	Business Performance

Alignment to UNSDGs







## OPERATIONAL ACTIVITY

## LEAD GROUP

- |   |                                       |
|---|---------------------------------------|
| <p><b>5.2.3</b> Complete staff relocations at Caloundra and Nambour administration centres and advance the refresh of Council's depot strategy to support future service delivery needs.</p>  | <p>Liveability and Natural Assets</p> |
| <p><b>5.3.1</b> Deliver the adopted 2024-25 Internal Audit Program of Work which focuses on 12 internal audits to provide objective assurance and insight on the effectiveness and efficiency of risk management, internal control, and governance processes and foster public trust and confidence in Council and its systems.</p> | <p>Civic Governance</p>               |
| <p><b>5.3.2</b> Update and maintain a contemporary Strategic Risk Management Framework for Council that assists with the identification of strategic risks and the consideration and mitigation across Council's statutory and service delivery responsibilities.</p>   | <p>Civic Governance</p>               |
| <p><b>5.4.1</b> Manage Council's statutory, governance and contractual responsibilities associated with the Maroochydore City Centre project and Council's relationship with Sunshine Coast Airport Pty Ltd.</p>  | <p>Civic Governance</p>               |
| <p><b>5.4.2</b> Continue to work productively with the other tiers of government, the private and community sectors on securing investment in and the delivery of the region's major infrastructure, services and program priorities.</p>   | <p>Civic Governance</p>               |

## SERVICE OUTPUTS

Council delivers the following services under this goal

- |                          |  |
|--------------------------|--|
| <p><b>Service 26</b></p> | <p>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.</p>  |
| <p><b>Service 27</b></p> | <p>Elected Council – providing community leadership, democratic representation, advocacy and decision-making.</p>  |
| <p><b>Service 28</b></p> | <p>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.</p> |
| <p><b>Service 29</b></p> | <p>Fleet management – providing procurement, maintenance and support to Council's light fleet, heavy fleet, trucks and equipment and co-ordination of externally hired plant and equipment.</p>  |
| <p><b>Service 30</b></p> | <p>Governance – providing internal leadership, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported.</p>  |
| <p><b>Service 31</b></p> | <p>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.</p>  |

# Governance, Risk and Reporting

## 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 conditions. Governance also provides the framework for managing the organisation and ensuring accountable, transparent, and inclusive decisions are made in serving the community, and in compliance with all legislative and regulatory obligations. Council recognises the existence of a climate emergency and, in doing so, is committed to a whole of Council approach that strengthens our climate response. This continues to be considered as Council contemporises the Governance Framework.

The diagram in Figure 3 gives an overview of Council's Governance Framework and highlights the processes and practices which enable informed and ethical decision making by councillors, management, and employees of the Sunshine Coast Council.

The ethics principles of the *Public Sector Ethics Act 1994* – integrity and impartiality; promoting the public good; commitment to the system of government; and accountability and integrity – are the key elements that influence the application of the Governance Framework.

The Framework is designed to achieve Council's vision as Australia's most sustainable region. Healthy. Smart. Creative.

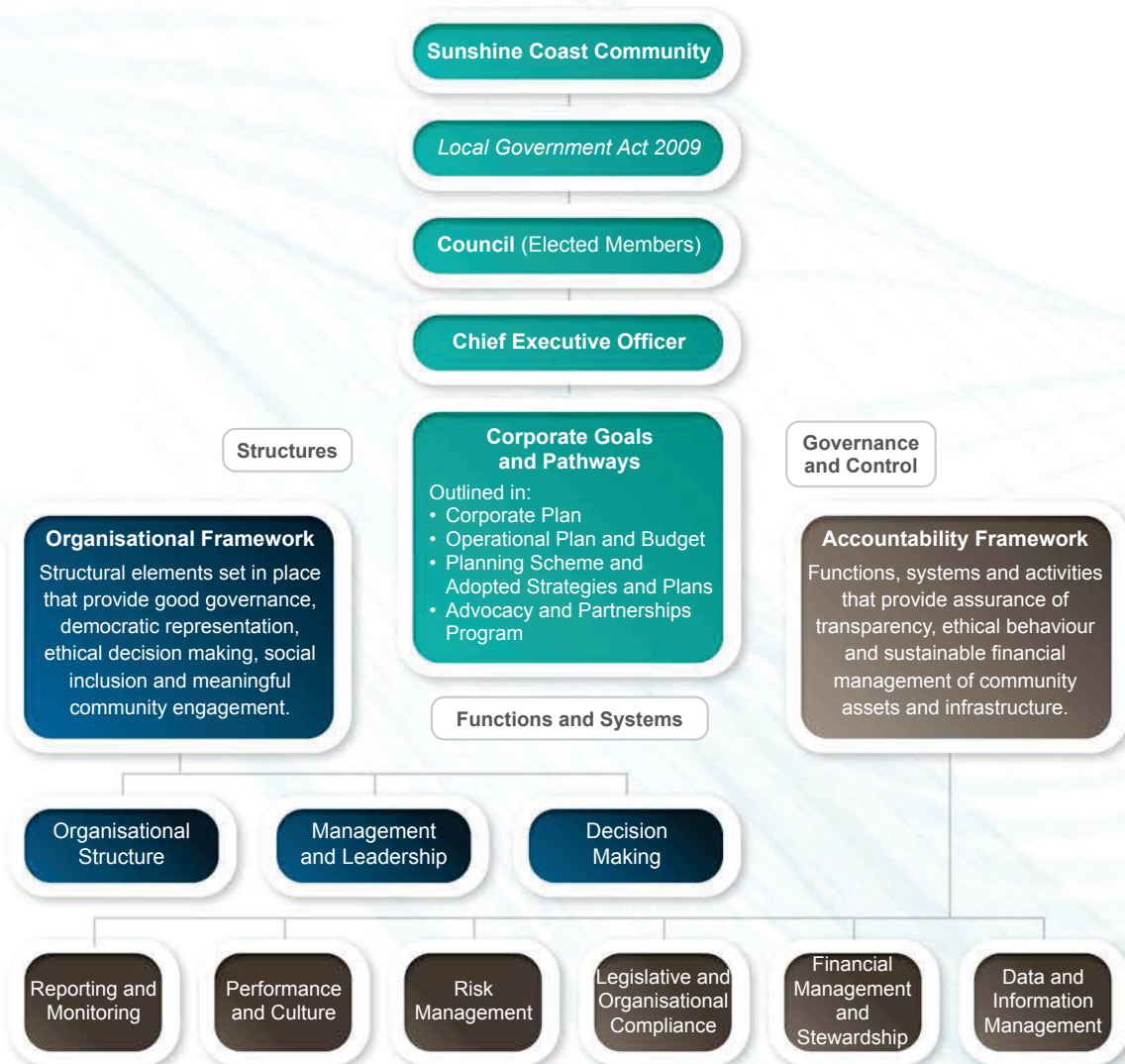


Figure 3: Corporate Governance Framework

## Reporting on the progress of the Operational Plan

The Operational Plan 2024-25 provides the basis for reporting to Council and the community on the progress towards achieving corporate plan goals each quarter. Business areas provide progress information and highlights regarding:

- 1 operational plan activities
- 2 services, and
- 3 significant projects.

The quarterly reports are presented to Council and published on Council's website. Highlights and overall performance for the year are also reported in 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. Risk management practices at Council are consistent with AS/NZS/ISO 31000:2018 which is the international standard for risk management.

Council regularly reviews, monitors and reports on risks across Council, including strategic risks, operational risks and project risks. Regular risk reports are provided to the Audit Committee.



Figure 4: Risk Management

# Connecting with Council

Council invites the community to take part in many forms of community engagement.

To receive Council news and information you can subscribe to Council's [e-newsletters](#) by visiting Council's website at [sunshinecoast.qld.gov.au](http://sunshinecoast.qld.gov.au).

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

## Follow Council on:



Visit our have your say website at [haveyoursay.sunshinecoast.qld.gov.au](http://haveyoursay.sunshinecoast.qld.gov.au) to comment on current consultations and projects or read about how community engagement helped shape Council projects.

Contact us via MyCouncil online anywhere, anytime to ask a question, report a problem, lodge a request or provide your feedback. Complete an [online form](#) or chat with a Customer Service Officer using Council's [SMS](#), or [request a callback](#) service from 8.30am–4.30pm Monday to Friday or email [mail@sunshinecoast.qld.gov.au](mailto:mail@sunshinecoast.qld.gov.au)

Customer contact counters are open 8.30am–4.30pm Monday to Friday in Caloundra, Maroochydore and Nambour, for visits in person, or by phone on (07) 5475 7272. For after-hours emergencies, Council receives calls 24 hours a day, seven days a week.

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





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