

DRAFT

Australia's most sustainable region

HEALTHY. SMART. CREATIVE.

Sunshine Coast Council
Corporate Plan 2020-2024

January 2020

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Acknowledgements

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involved in the development of this document.

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Acknowledgement of Traditional Owners

Sunshine Coast Council acknowledge the Kabi Kabi peoples and the Jinibara peoples whose lands and waters we all now share. The Traditional Owners' unique values and ancient and enduring cultures deepen and enrich the life of our communities.

Sunshine Coast Council was among the first local governments in Queensland to endorse a Reconciliation Action Plan. We are committed to working in partnership with the Traditional Owners to support self-determination through economic and community development.

Through important cultural events such as the Bunya Festival, this region has been a place of celebration, abundance, connection and kinship for thousands of years. Every three years from December to February, thousands of First Nations people from across Queensland descended on the Sunshine Coast to feast on the bunya nut, meet friends and relatives, and engage in trade, governance meetings, cultural activities, marriages and dispute settlement. Many people walked hundreds of kilometres for this important festival.

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

Sunshine Coast Council acknowledges the Traditional Owners of the Sunshine Coast, and pays respects to their elders past, present and emerging.

Together, we are all stronger.

About this Corporate Plan

The Sunshine Coast Council Corporate Plan 2020-2024 updates the Sunshine Coast Council Corporate Plan 2019-2023, adopted in February 2019. The update allows Council to consider capital and operating priorities and associated resources within the parameters of the Sunshine Coast Council Corporate Plan 2020-2024 when determining the annual operating plan and budget for forward years.

Sunshine Coast Council Corporate Plan 2020-2024

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

Our purpose To serve the community with excellence and position the region for the future

Our values Respect for each other | Being our best | Working as one team | High standards | Service excellence

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|---|--|--|---|
| <p>A strong community</p> <p>Together we thrive – in all our communities, people are included, treated with respect and opportunities are available to all.</p> | <p>A healthy environment</p> <p>Maintaining and enhancing the region's natural assets, liveability and environmental credentials.</p> | <p>A smart economy</p> <p>A prosperous, high-value economy of choice for business, investment and employment.</p> | <p>Service excellence</p> <p>Positive experiences for our customers, great services to our community.</p> |
| <p>Strategic Pathways</p> <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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. | <ul style="list-style-type: none"> • Strong economic leadership, collaboration and identity • New capital investment in the region • Investment and growth in high value industries • Strong local to global connections • A natural, major and regional event destination • A regional hub for innovation, entrepreneurship and creativity. | <p>Delivery Pathways</p> <ul style="list-style-type: none"> • Respecting and valuing our customers • Flexible and customised solutions for our customers • Regular and relevant engagement with our community • Service quality assessed by our performance and value to customers • Assets meet endorsed standards for sustainable service delivery. |
| <p>An outstanding organisation</p> <p>A high performing, innovative and customer-focused organisation marked by great people, good governance and regional leadership.</p> | <p>Performance Pathways</p> <ul style="list-style-type: none"> • A collaborative workplace culture with engaged, energised and skilled people professionally ready for the future • Investment in core capabilities and opportunities for staff to lead, learn and grow • Strong and accountable leadership enabling Councillors, individuals and teams to be their best • Collaborative, proactive partnerships with community, business and government • A reputation for implementing innovative and creative solutions for future service delivery • Information, systems and process underpin quality decisions and enhance the customer experience • A financially sustainable organisation. | | |

Our people - Our customers - Our communities

Mayor Foreword

Our Sunshine Coast has a long and proud history that stretches back more than 40,000 years. It is the rich and vibrant heritage of our Indigenous peoples, along with the evolution of our communities since European settlement in the 19th century and migration since that time, which have helped shape the Sunshine Coast that we know today.

The Sunshine Coast is evolving as one of Australia's leading city regions and our Council is playing its part in shaping a future that maintains and enhances the region's outstanding natural assets, strengthens the social fabric of our communities and generates jobs and prosperity for current and future generations.

The Sunshine Coast prides itself on its attributes and competitive advantage. A place where its community is passionate about the lifestyle that we are fortunate to enjoy and the values that we hold.

This is the heart of our Council's vision for the Sunshine Coast: to be Australia's most sustainable region – Healthy. Smart. Creative.

It is a vision that underpins our approach to everything we do – our engagement with our community, the value we place on our environment, how we strengthen the economy and how Council operates as an organisation.

Our vision is designed to deliver a dividend of prosperity and wellbeing for our residents – not only those who live here now but also those who will call the Sunshine Coast home in the decades to come.

Having a clear vision and plan is crucial, given the growth our region will continue to experience in the next 20 years and beyond. Today we are a population of over 330,000 people and by 2041 we will grow to a region of over 500,000 people.

Our Council wants to ensure the Sunshine Coast offers the opportunities that enable our residents, particularly our young people, to remain in the region to pursue worthwhile careers, as well as being able to access the facilities and services they require. Our Council also wants to encourage creativity and innovation in all facets of daily life, so that the vibrancy and diversity of our community is constantly reinvigorated. Council also wants to see our region's infrastructure appropriately support the needs of our community, as the Sunshine Coast continues on its path with the second highest growth rate of any region in Queensland.

This is why since 2012, our Council has pursued a transformational agenda which will strengthen our economy, balanced with improving the liveability of our region and maintaining our outstanding natural environment – which is second to none.

We are now seeing the results of these efforts – with the region achieving an unemployment rate below the Queensland and national average; record levels of investment; high levels of business confidence; a renewed focus on the arts, cultural experiences and events; and nationally recognised programs and an expansive program to preserve and enhance our environmental credentials and natural assets.

But more needs to be done.

Our Council's Corporate Plan 2020-2024 sets the pathways we will pursue on behalf of our community for the next five years to reinforce our vision and continue to lead the way as Australia's healthy, smart and creative region.

During that time we will see:

- the vibrancy of communities across the region strengthened by new facilities and services;

- innovative and creative solutions delivered in our public areas to enhance our community's access to information and services;
- strong measures put in place to protect and preserve the regional inter-urban break (the evolving landscape that is home to some of our most recognisable features such as the Glass House Mountains and the Pumicestone Passage);
- our new international runway completed at the Sunshine Coast Airport;
- our new city centre in Maroochydore come to life as Australia's first truly smart city; and
- our region connect directly to global markets when the international broadband submarine cable comes into service in mid-2020.

We are clear about our priorities and we will continue our advocacy efforts and take a collaborative approach with other levels of government and the private sector to encourage new investment which builds certainty and confidence in the region, for our community today and tomorrow.

At the same time, we will maintain a strong focus on providing value for money services to our community – from maintaining our parks and recreational areas and improving our local road network, to supporting numerous community organisations, preserving our cultural heritage and maintaining and enhancing our foreshore, waterways and other natural assets.

As a Council, we will do so as one team – Councillors and employees working together as valued partners with our community, business, industry and other tiers of government to bring the future to us, shape it and create opportunity as we go.

The history of local government in this region goes back to the 1880's – with many of our predecessor councils not been afraid to make bold decisions to take our region forward and shape opportunity and prosperity well into the future. Our Council has built on this reputation and placed a major priority on building a resilient and dynamic region that will embrace opportunities associated with the digital age and disruption, but always keeping faith with the liveability and sustainability aspirations that are important values for our community.

Having Council's structure and operations fully aligned to deliver on this Corporate Plan will ensure we can achieve what we have set out to do and meet our customers' expectations – whilst ensuring our Sunshine Coast is well positioned to take advantage of the opportunities that will come our way over the coming decades.

After all, that is what being healthy, smart and creative is all about.

Mayor Mark Jamieson

Chief Executive Officer Foreword

Our vision to be Australia's most sustainable region – Healthy. Smart. Creative. is ambitious but achievable. Our goals and strategic pathways address every aspect of our life on the Sunshine Coast – how we live, work, learn, raise our children, connect with our communities and enjoy all our region has to offer.

Achieving these goals requires nothing less than bold, innovative and creative solutions.

The Corporate Plan 2020-2024 sets clear goals and provides a comprehensive blueprint to take our region into the future. Council envisages a diverse and thriving economy, a highly liveable region that treasures its people and the environment, a region that is resilient against emerging and unseen challenges, and a region that has strong local arts, culture and recreational amenities that are widely available to residents and visitors.

Equity is a guiding principle of this Corporate Plan and a lens through which we view all our planning, policy making, and service delivery. Our commitment to equity drives our objective that our people and our community have equal access to opportunities to reach their full potential. This is critical to ensuring our community and region remains healthy.

This Corporate Plan is supported by a suite of endorsed regional strategies on critical matters such as the environment and liveability, economic development, community wellbeing, financial and asset management. We remain committed to reviewing the Corporate Plan every year to track our priorities, and remain responsive to current and emerging issues.

Each of our strategic pathways link to the actions detailed in Council's endorsed regional strategies. Council's role in those actions will vary – to lead, partner or regulate, to be a custodian for our natural and built assets, to advocate on behalf of the community, to inform and to directly provide services on a day-to-day basis to people across our region.

Our journey to be an outstanding organisation is well underway. Council's structure and operations have been realigned so we are ready to support the forecast growth and address the challenges for the region over the coming decades. Our organisational structure will remain agile so we are delivering excellence through service and continue to meet the standard of service our community expects. While we're on the right track, there's always room to do more.

We continue to invest in our people. With over 1800 employees we are creating a high performing organisation that is customer-focused and marked by great people, good governance and regional leadership. This is strengthening our operating model to focus on customer service, business and strategic partnering, and stakeholder engagement.

Our community is engaged in the activities of Council. This engagement greatly enhances the value of our decisions, products and services. We will continue to deliver timely and high-quality services and programs to build an even stronger and more connected community.

Council's leadership team is focused on implementing the decisions of our Council and providing support that allows employees to deliver essential services to our community. We are establishing a new customer experience management program to improve relationships and processes with our customers. The implementation of a new asset management solution will provide the necessary tools to manage our growing asset base in a sustainable and effective way into the future. We have also implemented a new integrated human resource system to ensure we have the foundations in place to create better employee experiences.

Our leaders are decisive and inclusive, and they are leading decision making processes that are responsive, informed and focused on the customer. We will continue to be clear and decisive about our priorities in any given year and balance these against the challenges of growth and increasing demands on Council. At the same time, Council acknowledges the services we deliver today may not be the services we deliver tomorrow.

Delivering outcomes requires us all to work as one team. This joint approach, for which the Sunshine Coast is renowned, will enable consistent, focused and timely services to be delivered to our community. Strong leadership and partnerships will deliver better outcomes for everyone in our region, and Council will continue to strongly advocate for the needs and wants of the Sunshine Coast community.

We are already well advanced as the vision, commitment and leadership of the Mayor and Councillors is taking this region forward in leaps and bounds. This leadership is leaving an enduring legacy for community, environmental and economic interests.

Our hard-working people are delivering for our community every day and are the driving force behind our professional and tireless approach to our service responsibilities including roads maintenance, parks management, waste collection, library operations, and stormwater management.

The Corporate Plan also provides the strategic framework for the delivery of a range of services including capital works projects, community support programs, environmental land acquisitions, strategic planning initiatives and community engagement, supported by the highest customer service standards.

Michael Whittaker
Chief Executive Officer

Your Council Team

As the community's elected representatives, Councillors are responsible for making decisions that guide the future of the region as well as those that respond to the more immediate needs within their divisions.

Councillor portfolios focus on the whole of the region and reflect areas of strategic importance to Council and the people of the Sunshine Coast, facilitating engagement with the community on its priorities and services; and supporting productive and professional external relationships within the organisation.

Mayor Mark Jamieson
Portfolio - Region Making Projects, Regional Advocacy and Intergovernmental Relations

Division 1 - Cr Rick Baberowski
Portfolio - Transport, the Arts and Heritage

Division 2 - Deputy Mayor Tim Dwyer
Portfolio - Corporate Strategy and Finance

Division 3 - Cr Peter Cox
Portfolio - Place Development and Design

Division 4 - Cr John Connolly
Portfolio - Planning and Development (Assisting), Tourism, Events and Sport (Assisting)

Division 5 - Cr Jenny McKay
Portfolio - Community and Environment

Division 6 - Cr Christian Dickson
Portfolio - Planning and Development

Division 7 - Cr Ted Hungerford
Portfolio - Governance and Customer Service

Division 8 - Cr Jason O'Pray
Portfolio - Tourism, Events and Sport

Division 9 - Cr Steve Robinson
Portfolio - Economic Development and Innovation

Division 10 - Cr Greg Rogerson
Portfolio - Local Infrastructure Delivery

Being Successful

Council's role is complex and challenging. Being successful over the life of this Corporate Plan, and beyond, means that we will need to plan for, confront and manage complex and challenging issues head on.

To achieve success we will need to collaborate with our community, create a wonderful experience for our customers, manage within our financial constraints and build a high level of trust and transparency in all that Council does.

Our community

Council has a lead role in servicing the community's needs and positioning our region for the future – but we are not doing it alone. We all have a part to play in meeting our aspirational vision to be Australia's most sustainable region – Healthy. Smart. Creative. We are achieving this through strong partnerships and setting clear direction for the future of our region.

Our residents are the heart of the Sunshine Coast and are becoming increasingly engaged in the activities of Council. This engagement informs and supports our decisions, products and services. This is helping Council to set the strategic direction for the region, as it seeks to deliver on what is most important to the people who were born in our region, or have chosen the Sunshine Coast as their home.

Council works with local contractors and other businesses to meet existing and future infrastructure and service demands for our region. Council's commitment to use local suppliers supports the development of a competitive and diverse local economy and industry networks across the region. Council continues to spend approximately 70% of its total purchasing spend with local businesses each year. We support keeping jobs local and strive to enable more businesses within the region to work with Council by simplifying our procurement process and reinvesting in our local economy.

Council is fortunate to have access to diverse skills, expertise and professional insights provided by a wide cross section of individuals who sit on boards and advisory bodies that provide advice and information to Council. These specialist boards and bodies are an integral part of the decision making environment of Council.

Visitors are drawn to our stunning beaches, magnificent landscapes and natural settings, our and diverse, vibrant communities and activities. Visitors are important to our economy, particularly to those residents who run businesses and/or are employed within the tourism, accommodation, entertainment and hospitality industries. Council will continue to work with its various partners to strengthen our region's credentials as an attractive destination for national and international visitors.

Thousands of volunteers contribute time, skills and care across the community each year. These generous people enrich our region through a diverse range of community organisations and Council-led community services. Events, programs, community organisations and disaster and emergency efforts are just some of the services that depend on the freely given time, skill and passion of volunteers.

Our people

As one of the Sunshine Coast's largest employers, with over 1800 employees, we are creating an outstanding and high performing organisation. We are an inclusive and diverse workplace, where our people are the driving force behind the services provided to our community.

We are going above and beyond for our community and every one of our employees is motivated and committed to the long term future of the region.

In striving to become an outstanding organisation we have a clear purpose, great leadership and great people, backed by a genuine commitment to our customers. We are continuing to invest in our people and build the capabilities and skills required to meet the challenges of tomorrow.

Health and safety is an integral part of our business and we are committed to providing a safe working environment for everyone connected with our organisation – employees, contractors, suppliers, volunteers and the community.

This means we are developing a culture whereby everyone takes personal responsibility for maintaining a high level of health and safety in all aspects of their lives – at work and at home. Our annual safety management plan and safety management system are supporting our unwavering approach to keeping our people safe.

Our commitment to you

We are focused on delivering powerful customer experiences. Customer experience is more than great customer service, it is about reimagining our business from the customer's perspective.

A better customer experience simplifies transactions and speeds up how customers can access services and information. The benefits of improving the customer experience go well beyond satisfied customers. It also improves our services, increases efficiency and lowers the cost of providing services.

Council is also adopting an excellence in engagement framework to guide all our engagement and planning processes. It will guide the delivery of coordinated, consistent and contemporary best practice community engagement in line with the expectations of our community. The ethos behind being excellent in our engagement focuses on collaborative and collective problem-solving to address issues of local importance and policy change.

At the core of our business is the delivery of our everyday services – managing roads, maintaining parks, delivering library services, collecting waste and recycling, managing stormwater, waterways and beaches, supporting local business and creating investment opportunities, providing sporting and community facilities, assisting the community through the customer contact teams and keeping our community safe.

We manage more than 320,000 different assets with a total value exceeding \$5 billion. Our community uses these assets every day – from parks to paths, creeks to community centres, dunes to drains, and streetlights to switchboards. This highlights the breadth of our services and the challenges in our regulatory service role to maintain and enhance the amenity of our region.

Financial Management

Council develops its budget and manages its finances in accordance with the *Financial Sustainability Plan 2015-2025*. This plan is an essential tool to guide the organisation to achieve and maintain sustainable operations, asset management, and service delivery to our community into the future.

The Financial Sustainability Plan defines the high level financial policies, commitments, positions, and parameters that guide the development of service levels, rating and other income, and expenditure management.

Council's strong financial management credentials are highlighted in the fact we have now received 11 consecutive unmodified audits on our financial statements since 2008 from the Queensland Audit Office. We continue to achieve our full year budgeted operating result, allowing us to meet our debt repayments and capital expenditure commitments to remain in a strong financial position.

Council Governance

Council prides itself on its ethical and robust governance culture. The practice of good governance is critical for ensuring Council meets its legislative compliance obligations, acts ethically and makes decisions in the interest of the community and its stakeholders.

Council achieves this through sound business practices, contemporary business systems, effective decision making, excellence in financial management and performance, inclusive strategic and operational planning, sound risk management and compliance practices, and quality employees.

Community and customer expectations require a continual strengthening of our capabilities, accountability, transparency and leadership to maintain an ongoing confidence in the integrity and effectiveness of Council.

1879 to 2019... our journey so far

Queensland's system of local government was first established in 1879 when the 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.

As a result, this region became a part of two 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. Ratepayers quickly made the Councils aware that improving the road system and 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, dairy 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.

The establishment of the Sunshine Coast Council in 2008 enabled a regional new and transformative approach for the future development of our healthy, smart and creative region.

The Sunshine Coast's industry base has broadened over the past decade, with growth in new industries such as education, healthcare and professional services. The region's top five industry sectors by total employment are health care and social assistance, retail, construction, accommodation and food services and education and training.

Council now provides essential day-to-day services to over 330,000 people and is leading a number of major projects, including the new Maroochydore city centre, the Sunshine Coast Airport expansion and developing the business case for a mass transit solution that will become the backbone of the integrated public transport system.

Council is facilitating a new international submarine cable landing to south east Queensland by 2020, which will generate new investment, and improve telecommunications diversity to Australia's east coast. The Sunshine Coast International Broadband Submarine Cable Project is aligned to our region positioning itself as Australia's leading smart city region.

Acquisition of environmentally significant lands are part of a strategic approach to assist in the future protection and enhancement of the region's biodiversity values and ecological processes by protecting and expanding our ecological conservation areas. Council continues to purchase environmentally significant properties using ratepayers environmental levy funding.

For 2019-20, the total Council budget is \$848 million, including a capital works program of \$320 million. Council is now at the leading edge of local government in Australia - focused on building a healthy, smart and creative region and delivering the core services to support our community.

2019 to 2023 ... delivering the future, now

The Sunshine Coast will continue to grow to a region of over 500,000 people by 2041, making it the second highest growth rate of any region in Queensland. Growth provides opportunities for strengthening the economy and enhancing our communities, whilst also generating greater demand for employment and services.

As the Sunshine Coast population grows, there is an increasing need to facilitate opportunities to better connect residents to where they live, work and recreate, while at the same time ensuring the region's natural assets and lifestyle continue to be enhanced, and are not compromised.

A key priority for Council will be to continue to ensure the region appropriately plans for growth and can accommodate and manage it in a way that considers the impacts on infrastructure, existing communities and the preservation of the region's natural assets and lifestyle advantages.

Council has been entrusted by its residents to shape a future for the region that generates enduring employment opportunities, better access to facilities and services, greater connectivity between communities and an outstanding natural environment.

It can be a challenge at times to retain the best of what we have now, while embracing change and opportunity as our region continues to grow; but it is a challenge that Council willingly accepts. The region's liveability, its strong sense of community, its character and environment are central to our future success and these elements must be protected and maintained.

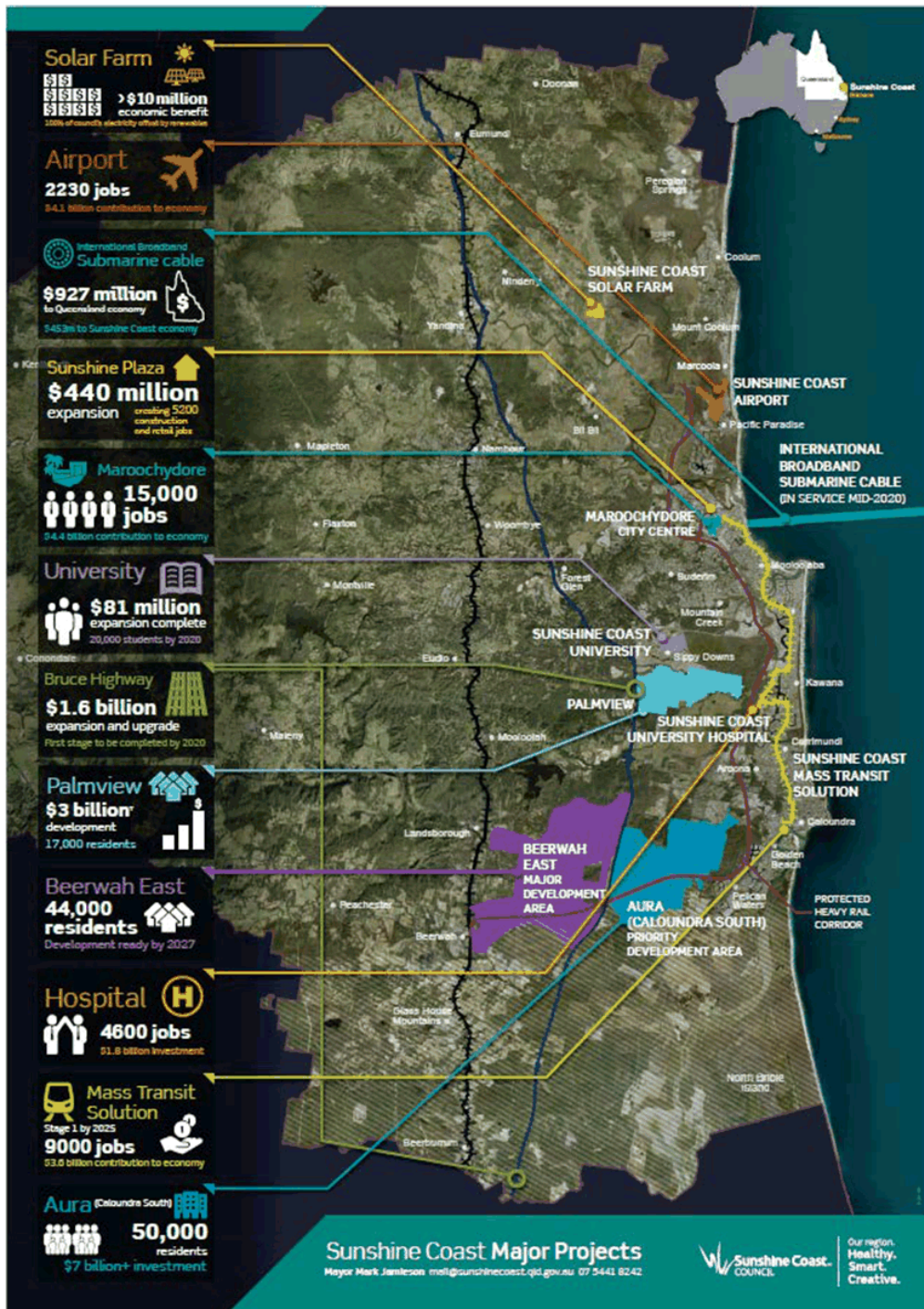
The community understands that an expanding population will increase demand for services and infrastructure – particularly those that provide for our health and wellbeing. The challenge for all levels of government is to provide essential services and infrastructure in a timely manner, including the effective management of our existing asset base.

At the same time, we need to be creative and broaden the economy by attracting investment and generating jobs in sectors that complement our lifestyle and environment. Investment in education and training are significant issues for the future, as well as the ability to move around the region safely and easily, with quality public transport systems in place.

How well we manage both current and future growth will be the key.

Council is building this strong future through a number of major projects (see the project map on the following page) which will make the region an even better place to live, work and play for present and future generations.

Clearly, there is much work still to be done, that builds on our success to date. Continued success will require strong leadership and collaboration between all levels of government, service providers, the community and business to deliver the best possible outcomes for our region.



Vision, Goals, Strategic Pathways

Council has embraced the long term aspirational vision for the region to be Australia's most sustainable region – Healthy. Smart. Creative. This reflects a balance in our economic, social and environmental objectives. The vision is anchored in the economic prosperity of our community, and at the same time focused on the liveability of the region and making sure our environmental assets remain a valuable community resource for generations to come. This requires us to be adaptable and agile if we want to stay ahead of the game.

The vision acknowledges that our region's continued strong growth and the rapidly evolving digital age are significant drivers influencing Council's strategic direction, priorities and services for the next five years. We have an impressive history on the Sunshine Coast in evolving, changing and adapting to chase down and create opportunities in high-value industries such as agribusiness, tourism, sport and leisure, and health and well-being to name a few.

Our passion for innovation and creativity, our history of adaptability and our connected communities, are important ingredients to help make our vision a reality and keep us at the forefront of region making. We have our own identity, which is intimately connected to the world through our healthy, smart and creative approach.

Everything Council does is underpinned by its values which define the culture of the organisation and its people. It is these values and behaviours that shape our interaction with the community, partners and each other. These values are:

- Respect for each other
- Being our best
- Working as one team
- High standards
- Service excellence

The Corporate Plan 2020-2024 goals provide the community and the organisation with a line of sight from this vision to the programs, projects and services that are provided by Council to residents, businesses and visitors. The goals of a strong community, a healthy environment, a smart economy, service excellence and an outstanding organisation are also positioning the Sunshine Coast at the forefront of economic prosperity, liveability and sustainability.

The strategic pathways link these five goals to the actions detailed in Council's endorsed regional and supporting strategies.

Monitoring, planning and resourcing associated with the implementation of strategies and actions to progress Council's goals is reviewed regularly and detailed within Council's annual operational plan, and reported on both quarterly and annually.

A strong community

In all our communities, people are included, treated with respect and opportunities are available to all.

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. Council wants to ensure our community continues to thrive by providing a wide range of community planning and development activities, programs and services that offer people the opportunities to connect, build their capacity to respond to local issues and improve their wellbeing. This strategy seeks to influence the physical infrastructure and functionality of places so they are welcoming, inclusive and activated, and responsive to the needs and aspirations of the people who live there. This combination of community and urban contributes to building a strong community.

Strategic Pathways for a strong community

- 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.

2020-2024 Priorities

A new vision for a growing region of socially strong and sustainable communities

Setting a 20-year aspirational vision, the *Sunshine Coast Community Strategy 2019-2041* will set the future path to enhancing our community. The strategy will reflect that the Sunshine Coast community seeks a future where people are connected, care for each other and are engaged in community life. The benefits of a diverse and inclusive community where equal opportunities are available to all are a core part of our values as a community. We respect our history and our natural landscapes, and move forward in the spirit of reconciliation. Key to achieving this vision will be building partnerships - with residents, community organisations and the private and public sector – that integrates localised, face-to-face community engagement with a focus on working with individual communities on the issues and opportunities that matter most to them. In this way, Council will continue to deliver outcomes that support our commitment to a strong community – for all our communities.

Linking our community with our past, present and future

Council works with our community to honour our yesterday, celebrate our today, and build towards our tomorrow. The *Sunshine Coast Reconciliation Action Plan* is advancing a shared future, and progress towards reconciliation, with the region's Kabi Kabi and Jinibara First Nation peoples, and Aboriginal and Torres Strait Islander people from other First Nation groups. Council's Heritage Levy program of \$1.8 million also provides funding for cultural heritage education, awareness and protection of places and sites, as well as celebrating the Sunshine Coast's cultural heritage. Council's community grant programs support initiatives and partnerships that align with Council's corporate priorities. With a value of \$7 million in 2018-2019 for community events and grants, these programs will continue to deliver initiatives such as individual community member grants, emergency grants and sports field maintenance funding.

Libraries will remain one of Council's most dynamic areas. Libraries are constantly evolving their use of physical space and new technologies, and the extent of active support and mentoring provided by librarians. The library is moving from simply providing information to the community, to empowering the community to access and develop information independently. Council's *Sunshine Coast Libraries Plan 2014-2024* will guide the future form and function of our libraries, with an increasing focus on digital media literacy and access.

Improving access to community facilities, services and experiences

The sporting, cultural and community experiences on the Sunshine Coast are an essential part of our community fabric. Council's commitment to these services and experiences will see

continued growth in opportunity and the associated maintenance and upgrading of local, district and regional facilities. For instance, to continue to foster the region's growing reputation and visibility in national elite level sport competitions and continue to grow pathways for local athletes, Council has completed and endorsed a feasibility study on the redevelopment of the Sunshine Coast Stadium. Subject to funding, the first stage of redevelopment would deliver improved grandstand seating, broadcast quality lighting, additional change room facilities, improved catering options, a strength and conditioning gym and improved IT connectivity and infrastructure. The upgrade will increase capacity to 10,000-15,000 seated spectators (with capacity to be increased in future stages) and allow continued growth in partnerships with national sporting franchises. An exciting recent example of this is the partnership developed with South Sydney Rabbitohs NRL team who will play regular season games on the Sunshine Coast over the next three years.

The *Sunshine Coast Arts Plan 2018-2038* provides a 20-year roadmap to ensure an exciting future for the arts in the region. This will include the creation of a dedicated network of places and spaces for artists to connect, create and collaborate, and to advocate and facilitate access to affordable spaces for making, exhibiting and performing. An Arts Foundation has also been established to promote, advance and raise funds for arts and cultural experiences that enable cultural exchanges, connect communities and engage the public's imagination.

Supporting community resilience

Council actively works with residents in our community to help them prepare for disasters and emergencies. This aims to ensure they have their own plans in place, including an emergency kit in their homes and attending community events where they can receive advice about being prepared. The Council hosts a Disaster Hub website that provides information resources and updates to the community.

Council hosts annual disaster management exercises to test our plans and processes in a real-time practice event. This provides an opportunity for Council and other agencies to refresh their skills and knowledge ahead of the storm season. Council's *Local Disaster Management Plan 2019-2022* provides a blueprint to ensure the safety of the community. The four year plan, backed by our regional strategies, focuses on preserving lives and preventing injuries, mitigating property damage, ensuring business continuity, protecting our environment and proactively planning for the potential impacts of climate change and natural hazards to build the resilience of the region. The inclusion of a sub-plan, the *Disaster Resilience Plan 2019-2022*, is not only a first for Council, it is the first of its kind for a Queensland local government.

Connecting our growing community to where people work and live

The Sunshine Coast is experiencing both growth and change in our transport system, including the arrival of electric vehicles, the emergence of connected and autonomous vehicles, and the promise of smart mobility technologies. The new *Sunshine Coast Integrated Transport Strategy* outlines a vision to achieve a connected, smart, integrated, safe and efficient transport system that contributes to the region's economic viability, sustainability and lifestyle. The strategy caters for the needs of the current system, including an extensive program of road network improvements and the use of Transport Levy funds to help protect future transport options, deliver strategic transport outcomes and trial public transport service gaps.

While other levels of government are accountable for many elements of the transport system, Council is willing to be a catalyst for improvement and innovation where it contributes to the sustainability of the region. As a key example of this, Council is preparing a preliminary business case for a mass transit system, including our preferred light rail solution, in the Sunshine Coast Enterprise Corridor. The preliminary business case will be completed in 2019-2020. After that, Council hopes to join forces with the Queensland Government to complete the detailed business case and deliver a sustainable transport solution for the Sunshine Coast community.

How we will measure our progress

- The Sunshine Coast Local Government Area is one of the healthiest regional communities in Queensland.
- More than 80% of our residents agree that council's community infrastructure meets

the needs of their community.

- Improving social and economic opportunities over time relative to other South East Queensland Local Government Areas.
- More than 85% residents agree they can get help from friends, family, neighbours or community organisations when they need it.
- More than 20% growth in social enterprises operating in the Sunshine Coast Local Government Area.

AWARD BREAKOUT BOX

The Caloundra Music Festival was awarded the Queensland Live Event of the Year at the 2019 National Live Music Awards. The festival, in its 13th year, continues to welcome more than 33,000 guests each year, and attracts national and international artists.

A healthy environment

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

The *Sunshine Coast Environment and Liveability Strategy 2017* provides the overarching direction to shape the region by guiding growth and delivering transformational change over the next 25 years. The strategy is focused on preservation and enhancement of the natural environment and the liveability of the region. The strategy's integrated approach to planning for the natural environment with the built environment we create and how we live in the environment is fundamental to our region's future.

Now in its second year of implementation, the strategy has been a strong framework for action, evidenced by key outcomes including the expansion of our protected environment estate through the Environment Levy, and more parks and green space attracting significant investment in key planning and infrastructure projects. Council also gained community support to pursue a UNESCO Biosphere nomination to have our region's sustainability story internationally recognised.

Council plays a key role in the advocacy, planning and delivery of natural assets and built infrastructure and services that enable this region to effectively respond to the challenges and opportunities that population growth, climate change and emerging technology create.

Strategic Pathways for a healthy environment

- 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.

2020-2024 Priorities

Maintaining and expanding our natural assets

The Sunshine Coast landscape supports a vast diversity of native plants and animals that create the region's highly regarded natural environment, which is central to our way of life.

The next five years will see ongoing investment to ensure the quality of the natural environment is retained and valued, with a focus on five major green spaces which help frame the emerging urban development and strengthen the outstanding environmental, landscape, recreational and character features of the Sunshine Coast. In particular, planning will be undertaken in the area known as the inter-urban break; the green relief between greater Brisbane and the Sunshine Coast - to protect its ongoing role as a productive and recreational asset.

With one of Australia's most significant environment levy programs, Council will continue to invest more than \$10 million each year on a range of management and engagement projects and initiatives, including the acquisition of environmental lands that will expand the more than 6,700 hectares of existing environment reserves, catchment and coastal rehabilitation activities and the delivery of a strong community conservation partnerships program.

Council is also acquiring land to respond to the urban pressures on our parks, trails and green spaces, seeking to meet the open space needs with an annual investment of approximately \$7 million.

Building resilience and improving our waterways and foreshores

The challenges of urban growth, changing climatic conditions and increasing recreation demand is placing significant pressure on our waterways (natural and manmade), rivers and coastal environment. Proactively managing and protecting the catchments of our five major river systems and the estuarine environments are core services of Council, which will be complemented over the life of this plan through targeted land acquisitions and rehabilitation, partnerships with government, industry and community.

The introduction of a coastal health reporting system to complement the Healthy Waterways Report Card will be a major milestone in the next five years. The ongoing investment in protection and management of our coastline with beach nourishment and capital renewal projects will continue to be a priority.

Our coastal environment is vulnerable, and as a community we need to ensure we are well positioned to respond to the changing environment. The development of a *Coastal Hazard Adaptation Strategy* for the region is a priority action underway.

Planning for the future of our communities

As the population grows, it is forecast that over 90,000 new dwellings will be needed to accommodate new residents by 2041, including in areas such as Beerwah East, Caloundra South and Palmview. Balancing urban growth, natural values and liveability is critical. Council has a clear approach which will seek to accommodate the growth within the existing urban footprint, protecting the character and natural assets of the region.

In the next five years it is anticipated that over 35,000 new residents will arrive, creating the need to establish homes in a variety of dwellings and neighbourhoods (established and new). During this time a highlight will be the commencement of planning for both the urban transformation of the coastal corridor to enable more residents to live in a more compact urban environment and the new community in Beerwah East. An important element of the region's liveability is access to a diverse range of open and public places. Council maintains more than 1,000 hectares of parks, reserves and gardens, enhancing our natural features, environment and lifestyle values. Council will continue to actively work with the State Government and the development industry to secure significant investment in housing, transport, open space and other infrastructure for these communities to ensure the standards of service and the liveability of the region is maintained.

Supporting innovative design and the development of places that reflect our lifestyle

Good design contributes to overall liveability, public health and economic benefits of a community. A conscious effort to incorporate quality design into new buildings, streets and landscapes can help ensure our shopping precincts are attractive, our parks are inviting, our public buildings are functional and our homes are comfortable and positively contribute to the overall look of our suburbs. Appropriate and well considered design can play a major role in creating memorable, successful places to live, work and play.

Council is committed to putting in place a framework that strengthens the Sunshine Coast 'look and feel' and create great places for residents and visitors. The Sunshine Coast Design Strategy, along with the Sustainable Design guidelines, will achieve this.

Keeping our neighborhoods safe, vibrant, cool and functional is also a key focus. Green infrastructure will become a common sight with increased street tree plantings, expansion of parks and trails, more cycle ways, and environmental storm water solutions to complement and strengthen our natural assets. Our high quality network of parks and gardens will continue to be developed with new, innovative designs and management solutions.

Placemaking is an integrated approach to working with communities to create meaningful and activated places. Over the life of this plan, the placemaking program will prepare masterplans and streetscape designs for numerous community places, streets and townships with a focus to improving the aesthetic, economic and social viability of the area. It involves building on a place's unique identity and character to enhance the way people think so they develop a sense of place and belonging and involvement through community.

How we will measure our progress:

- Council will maintain the regional inter-urban break at its 2017 extent of 32,034 hectares.
- Aim to increase renewable energy capacity to greater than 124.8 MW.
- Aim to reduce Council's greenhouse gas emissions to less than 0.59tCO₂e per resident.
- Acquisition of 9.6 hectares of land (per 1000 residents) through the environment levy for conservation and preservation purposes.
- Maintenance of 4.74 hectares of land (per 1000 residents) for sport and recreation purposes.

AWARD BREAKOUT BOX

The Mary Cairncross Scenic Reserve was named the winner of the Banksia Government Award at the 2019 Banksia Sustainability Awards for its BioBlitz project. The awards are the longest-running sustainability awards globally and are recognised as the most prestigious of their kind in Australia. BioBlitz was an interdisciplinary biodiversity conservation research and community engagement project that researched and celebrated biodiversity.

A smart economy

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

The *Sunshine Coast Regional Economic Development Strategy 2013-2033* sets a 20-year blueprint for the transformation of the region's economy. Since the inception of this strategy, the Sunshine Coast economy has grown from \$13.8 billion in 2013 to \$18.5 billion in mid-2017. Average household incomes have increased from \$1,017 per week in 2011 to \$1,260 per week at end 2016, which means the average household income in the region has climbed from being 22% below the Queensland average to just 9.33% below the Queensland average.

Council plays a leading role in shaping policies, programs and infrastructure priorities to strengthen the regional economy and will continue to do so, in the interests of generating greater employment opportunities and improved access to services and facilities for the residents of the Sunshine Coast.

Strategic pathways for a strong economy

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

2020-2024 Priorities

Connecting the Sunshine Coast to national and global markets

The Sunshine Coast's connectivity nationally and globally will accelerate significantly over the next five years through two transformative infrastructure initiatives being led by Council. By mid-2020, an international broadband submarine cable connection will be installed and in service from the Sunshine Coast, providing the fastest data and telecommunications connection to Asia from the east coast of Australia. This will provide business, industry, academia and service providers an unprecedented advantage to connect to global markets by operating from the Sunshine Coast and is forecast to deliver an economic benefit of \$927 million for Queensland and over 860 new jobs.

In addition, by the end of 2020, Council will deliver the \$334 million Sunshine Coast Airport expansion project, providing a new international standard runway and associated facilities that will accommodate direct access to flights from Asia, the Western Pacific and a wider range of destinations across Australia. This project is forecast to deliver an economic benefit to the region of \$4.1 billion and 2,230 new jobs between now and 2040, as well as affording the region direct access to new visitor and export markets.

Creating major urban centres to live, work and relax

Council's key, 20-year city making project, the development of the Maroochydore city centre, will play a vital role in providing over 15,000 new employment opportunities within an urban environment, making the centre a national leader in digital and other advanced technology solutions, including Australia's first pneumatic waste collection system to service a city centre. In addition, the Maroochydore city centre will provide a civic, entertainment and recreational hub to service residents across the region and beyond. Progressing the business case and securing the funding to develop a new exhibition and convention facility within the city centre will be a priority for Council as a core commercial, entertainment and recreational infrastructure priority for the city centre.

Complementing the development of the Maroochydore city centre will be an integrated approach to the revitalisation of the Caloundra town centre. Implementation of the Caloundra Centre Masterplan will encourage new investment and development in the 'City of Beaches' as the southern gateway to the region's Enterprise Corridor, leveraging Caloundra's employment, recreational and cultural opportunities linked to a highly attractive lifestyle and visitor destination.

An economic transition strategy that unites the town of Nambour around an action plan to transform the local economy, while retaining the area's distinct cultural identity, is also underway. The project will bring together government, community and business leaders to deliver a strategy that unites the town and its leaders around an action plan and stimulate economic and community activation.

Supporting new investment and encouraging local business to create more jobs for our residents and our growing region

Local business remains the backbone of the region's economy and their capacity to expand, export and adapt in a rapidly changing digital environment will be a key driver of success, economic growth and the ability to generate new employment opportunities for local residents. As the region's population increases and the economy expands, new business investment will also be pursued as a complementary mechanism to create new jobs, expand supply chains and service new infrastructure developments, such as the University Hospital, the Sunshine Coast Airport and the Maroochydore city centre. While Federal and State governments are responsible for the major economic policy levers and business assistance programs, Council will continue to enable local business to provide goods and services to Council; and developing their capabilities to export, access new markets, innovate and adapt to automation and changes in the digital environment. Council will also focus on attracting new investment in, and developing, the region's seven high-value industries as sectors of the economy with the highest potential to generate new and enduring employment opportunities.

Preparing our region for sustainable growth

Maintaining a contemporary planning scheme and assessing development in a balanced and transparent manner will continue to provide greater certainty for the community and encourage new investment in the infrastructure, employment, services and facilities to fulfil the needs of a growing community. Council will commence the development of the region's next planning scheme, which is to be in place by 2024. To support and assist our ambitions in this area Council will also commence work on a multi-year major project pipeline for the Sunshine Coast Council area.

Showcasing the Sunshine Coast through major events

Tourism continues to contribute over \$3 billion per annum to the Sunshine Coast economy and accounts for approximately 14% of total direct employment in the region. Council plays a key role in growing the impact and contribution of the tourism, sport and leisure industry to the region through its support for major events and by growing a particular niche advantage the region offers in elite sport training, competition, rehabilitation and recovery. Implementing the *Sunshine Coast Major Events Strategy 2018-2028* to position the Sunshine Coast as the premier regional events destination in Australia; continuing to host regionally significant events such as the Queensland Garden Expo and Caloundra Music Festival among others; growing the region's visibility in national elite level sport competitions; and supporting partnerships with national sporting franchises that assist to showcase the Sunshine Coast to a national audience will be the core focal points for Council - providing important catalysts for economic development and social inclusion and community well-being.

How we will measure our progress:

- A \$1.4 billion annual value of construction from building approvals.
- An estimated \$70 million annual economic benefit from Council supported major and regional events.
- Support the local economy through providing 70% of the available procurement spend with local businesses.
- An 80% level of satisfaction with industry and business programs that support the growth of the regional economy.

AWARD BREAKOUT BOX

The Sunshine Coast has been named as one of the world's Top7 Intelligent Communities by the prestigious Intelligent Communities Forum. This is an outstanding achievement not only for our community and our employees, and recognises the programs Council delivers that contribute to our vision of a healthy, smart and creative region. Being part of the Top7 demonstrates we are delivering world-class initiatives.

Service excellence

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

Excellence through service is at the core of everything we do at Council. It is a clear commitment of our organisation and our people to work hard to deliver real value to our customers. We are focused on delivering powerful customer experiences – an experience that improves the lives of our community and helps our customers to become a positive advocate for our organisation and the region. This commitment means we are transitioning to becoming a customer-centric organisation; led by a focus on customer experience, excellence in engagement and harnessing new technologies and innovative thinking to deliver outcomes in partnership with our community.

Strategic Pathways for Service Excellence

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

2020-2024 Priorities

Driving excellence through service

Customer experience is more than customer service. It is how our customers perceive our organisation based on their experience engaging with us. We want our customers to know they are at the centre of our organisation. This will enable us to focus our service delivery in a reliable, consistent and cost effective way, to create value for money and allow our customers to know upfront what their experience with Council will be like and how long it will take.

Over the next five years Council will transition from a customer service to a customer experience approach. We are developing a Service Excellence Strategy that will focus on the key foundations for positive customer experience – customer focused culture, clearly defined and sustainable service offerings and effective systems and process that bring the customer to the centre of our business.

A new customer experience management program has been established to improve business relationships and processes with our customers, and to provide them with a seamless experience no matter how or when they contact and engage with Council. This will include implementation of customer relationship management technology that will provide a more holistic view of our customers and deliver a better experience for our customers.

This program will coordinate and oversee the implementation of our customer experience management program and the new customer relationship management technology to enable Council to achieve its service excellence goal. The project management office will be managed by one of Council's Group Executives to ensure it has a whole of organisation priority and focus.

We are also developing an Excellence through Engagement Framework to guide all our engagement and planning processes, including the delivery of coordinated, consistent and contemporary best practice community engagement in line with community expectations. The ethos behind being excellent in our engagement focuses on collaborative and collective problem-solving to address issues of local importance and policy change. We want to remain at the leading edge of delivering effective engagement that obtains diverse and representative views from our community and we recognise that effective community engagement delivers better shared outcomes for our region.

Improving our community's access to Council

Each year Council assists over 250,000 customers at our contact centres, receives over 50,000 development enquiries and engages with close to 10,000 people through our live chat facility. As population continues to grow, Council will enhance the range of online and self-service options for customers. We recognise customers want their questions answered and their problems solved quickly and that's why we are investing in new online and self-service options.

Council is considering how new technology can be implemented to provide the optimal mechanisms for powerful customer experiences. This includes customers having self-service access 24 hours, seven days a week to information and services. In the meantime, customers prefer a variety of communication channels to be available - including more traditional techniques such as face to face service centres and direct mail, as well as adapting to more contemporary methods such as web chats.

Understanding who Council's customers are and what their interactions with Council look like is vital in identifying what and how technology can be used.

Creating a Smart Region - informed, connected and competitive

Smart cities and regions make best use of technology to connect people, data and things. Council's Smart City Framework sets a clear path for making the Sunshine Coast a smart and digitally connected community. For example, free public Wi-Fi is now available in more than 43 locations on the Coast, with 200 access points. Each week approximately 70,000-95,000 devices are counted, with users consuming more than eight terabytes of data.

Over the course of this plan, Council will continue to roll out smart services across the region including the new Maroochydore city centre. This will also include opportunities provided by the presence of the international broadband submarine cable connection from mid-2020.

Council will also build on the success of the Sunshine Coast Solar Farm, which is currently offsetting more than 100% of Council's total electricity consumption and has generated more than 30GW hours of energy since it opened in 2017, with resulting carbon savings of more than 24,000 tonnes. The solar farm is estimated to generate \$22 million of net savings over a 30 year operating period. Council is now working to leverage the solar farm to expand the region's clean tech capabilities and product offerings to help drive increased employment opportunities in this industry.

Delivering sustainable waste and resource management solutions

In 2018, over 290,000 tonnes of waste was generated in the Sunshine Coast region, of which 126,000 tonnes was recovered and reprocessed. The infrastructure that manages this waste provides an essential community service and is a key element of delivering on Council's vision.

The introduction of the State Government's new Waste Strategy occurs in 2019, underpinned by a landfill levy commencing at \$75 per tonne. The introduction of this landfill levy, combined with projected population growth on the Sunshine Coast means that the region is facing both challenges and opportunities for waste management.

These challenges and opportunities will be met through planning for, and supporting, new technologies and processes so that we can do still more with materials that are currently sent to landfill. Technologies that will transform waste to green energy, such as anaerobic digesters may feature as part of future integrated waste and resource recovery network as the Sunshine Coast transitions to a new generation of sustainable waste infrastructure designed to provide cost effective, safe, reliable waste management services that protect the community and environment whilst creating new industries and new jobs within the region.

Providing infrastructure and assets that respond to the needs of a growing community

Strategic asset management is pivotal to ensuring we continue delivering an excellent service to our community. Council works tirelessly to align asset management to community expectations, while ensuring compliance with legislative requirements and alignment to corporate goals.

Council also continuously improves its asset management practices. During the life of this plan Council will be implementing a new asset information system to support our asset management through improved work order management, asset information collection, resourcing allocation and financial modelling.

Core Capital Program Investment over the period 2019-2020 to 2023-2024 will total approximately \$690 million across a range of program areas including transport and stormwater, parks, coastal and environmental, community buildings and amenities, waste and strategic land transactions. The Capital Works Program prioritises investment in maintaining Council's infrastructure assets through sustainable renewal programs as well as meeting planned growth through the provision of new and upgraded facilities. Council is committed to the provision of well planned, designed and constructed projects, delivered through a well governed project management framework producing consistent quality outcomes for the community.

How we will measure our progress:

- 80% of customers will report satisfaction with Council services.
- Development applications will be decided within statutory decision timeframes 90% of the time.
- Waste collected that is diverted from landfill will be 40%.
- Waste collections completed as scheduled 99% of the time.
- Deliver the allocated Capital Works Program to a minimum of 90% financial completion.

AWARD BREAKOUT BOX

The Development.i web platform won two awards at the 2019 Queensland iAwards, in the categories of Public Sector and Government and Data Insights Innovation of the Year. This is an Australian-first development application tracking system that provides the community simple and intuitive access to development information.

An outstanding organisation

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

An outstanding organisation inspires excellence and underpins the delivery of Council's vision and goals. Council has a proud history of being 'ahead of the game' in planning for and responding to change, and in creating opportunities to deliver outstanding services to the community. Council is continuing to develop its Outstanding Organisation Strategy to provide a focus and structure for the continued development of organisational capacity and capabilities to meet the demands of the changing operating environment and to deliver on Council's vision.

Council understands that to deliver great customer experiences we must continue to invest in our people, innovate, and evolve our processes and systems. Having a healthy workforce directly translates to the health of our region and Council's leadership team are committed to providing a safe work environment that empowers people to reach their potential. Council continues to provide strong financial management to deliver value to the community. This has enabled strategic investment in projects that build confidence in the region and attract new business and funding from the State and Federal Governments.

Strategic Pathways for an outstanding organisation

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

2020-2024 Priorities

Delivering an organisation that is responsive to the needs and expectations of the community
Council is committed to representing the interests of the region with ethical and robust governance, reinforced with informed decision making that meets community expectations. Our organisation prides itself on establishing a positive culture that is supported by strong values and behaviours. We have built a solid reputation for implementing innovative and creative solutions across all areas of our organisation and in the delivery of our services. Our innovative approach will be further strengthened over the life of this plan. Our policy and governance framework is supported by continual improvement and reinforcement that is embedded through educational programs as part of an ongoing awareness action plan for Councillors and employees. We are also building a comprehensive legislative compliance database to provide a holistic view of our organisation to record the legislative, policy and procedural requirement of all employees.

Providing a workplace which is fit for purpose and supports our people and their professional development

The journey to becoming Australia's most sustainable region requires Council to build the capability of its employees to meet the challenges of tomorrow. This includes fostering and developing a positive culture and reputation that attracts and retains the highest calibre of employees. Providing a contemporary workplace that is designed with people and outcomes in mind is a key component to be an employer of choice.

Our people are our most valuable asset and we are committed to assisting the development of each employee, both professionally and personally, to ultimately enhance the organisation's overall performance. Over the course of this plan we will implement a talent and succession management approach and provide opportunities to support employee capability development, health and safety, learning and leadership development.

We are committed to providing a safe and healthy working environment for all workers, contractors and visitors to our workplaces. Council will continue to achieve a high standard of health and safety performance and will strive to continuously improve the safety performance results in all of our operations through the implementation of a safety management system. It is our core belief that all incidents can, and should be prevented, and no task is so important that risk of injury to people is ever justified.

Sunshine Coast City Hall provides an opportunity to establish a modern and professional building in the heart of the Maroochydore city centre. The building, when completed in 2022, will provide administrative, civic, commercial and retail uses within the Maroochydore city centre. Council will also continue to have an administrative presence in Caloundra and Nambour to deliver efficient and timely services to the community.

Managing our responsibilities in a contemporary, cost effective and accountable manner

Council provides 25 services to the community and delivers in excess of 1325 projects per year. As the region grows, the pressures to respond to regional growth, preserve our natural assets, provide infrastructure and new service channels will result in increased competition for funding.

Establishing a contemporary portfolio, program, systems and project management framework that delivers a whole of Council prioritisation methodology will mature the approach to making these difficult investment decisions. Strategic alignment will be a key component of this process, strengthening the line of sight between the long term directions that have been formed with the community and current delivery programs.

Monitoring performance is critical to the ongoing delivery of the strategic direction of the organisation providing regular review and accountability. This applies equally to Council-controlled entities, ensuring that clear and comprehensive corporate governance frameworks are in place with regular review periods that include independent, specialist input.

Engaging with government, business and the community on Council services and the priorities for the region

To deliver the vision for the Sunshine Coast requires collaboration between Council, State and Federal Governments, community and business. Council will continue to work on a compelling, cohesive, and consistent narrative about this region and its future – one which all players have a shared understanding of and commitment to achieving. This includes celebrating our many points of pride, promoting the various opportunities for our communities and business, and vigorously seeking the support of State and Federal governments and industry partners to invest in the Sunshine Coast's future. State and Federal governments, for their part, will also be asked to accept their share of the effort required to deliver on a sustainable future for the Sunshine Coast.

Through sound, strategic and inclusive approaches, our ongoing advocacy, engagement and communication efforts will demonstrate our commitment to working with all stakeholders to achieve the best outcomes for this region and its various communities. As outlined earlier, Council is also proactively engaging with our community to create opportunities for open and ongoing dialogue. Every voice in our region has value. We welcome the involvement of our community and our customers in influencing the direction of our organisation and our region today and in the future.

How we will measure our progress:

- At least 75% of employees will recommend Council as an employer.
- There will be a reduction in time lost due to workplace injuries (per employee) of -5%.
- The extent to which operating revenues cover operating expenses (Operating surplus ratio) will be 0-10%.
- The extent to which operating revenues cover operating expenses (Net financial liabilities ratio) will be <=60%.
- The extent to which spending on Council infrastructure is allocated to existing assets as they reach the end of their useful lives (Asset sustainability ratio) will be >90%.

AWARD BREAKOUT BOX

Council was the winner of the Local Government Mutual Services Risk Excellence Awards for 2019 for its 'Integrated Risk and Performance Management' initiatives. This was for Council's level of alignment with Australian Standard; the efficiency, effectiveness and impact of the activity on reducing risk; and progress made with risk maturity.

Council Services

| Service | Brief Service Description |
|--|--|
| 1. Economic development | providing industry and business programs and initiatives to support the growth of the regional economy 84% customer satisfaction achieved |
| 2. Holiday parks | providing and operating holiday parks including caravan, camping and cabin facilities 6 holiday parks provide over 1000 powered sites |
| 3. Lifeguards | providing regular patrols of beaches to ensure the safety and enjoyment of residents and visitors Patrolled 21 beaches with 200,429 preventative actions and 436 rescues |
| 4. Community and cultural development partnerships | providing planning, partnering and supporting the community through a range of community development, civic and cultural programs and grants Council delivered 530 events, programs and exhibitions to 73,000 attendees |
| 5. Libraries | providing access to information and learning opportunities through static and mobile libraries and loanable items 1.4 million annual visitors 2.4 million items borrowed |
| 6. Community venues | providing, managing, programming and administering community and cultural venues including the Events Centre, Venue 114 and other community spaces 2800 community events, attended by 240,000 people |
| 7. Sporting facilities | providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds and multi-sports fields 9 aquatic centres, 4 community pools 750,000 visitors annually to stadiums and multi-sports facilities |
| 8. Disaster management | providing regional disaster management co-ordination including prevention, preparation, response and recovery Over \$6 million allocated to disaster prevention response and recovery activities |
| 9. Public lighting | Providing and maintaining public lighting. Over 29,000 streetlight assets managed achieved |
| 10. 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 Maintained 2446 of sealed roads 526 of unsealed roads 1280 of pathways |
| 11. 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 Responded to 4418 customer requests for road safety and infrastructure improvements |
| 12. Stormwater drainage | managing and maintaining functional stormwater drainage 64,100 metres of stormwater pipe network inspected in 2018-19 |
| 13. 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 |
| | Environmental reserves totalling 6909 hectares |
| 14. 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 |
| | 130km of coastal foreshore 60km of coastline 256 beach accesses |
| 15. Recreation parks, trails and facilities | providing design, maintenance and management of Council's public open space for active and passive recreation |
| | Managing over 1213 parks and gardens, and open space totalling over 878 hectares |
| 16. Rivers, streams, estuaries and water bodies | providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation |
| | More than 3,700km of major creeks and rivers |
| 17. Sustainable growth and network planning | providing land use planning, social policy, infrastructure planning and charges, flood mapping, transportation planning and environmental initiatives |
| | \$36.5 million collected in infrastructure charges for investment in growth assets |
| 18. Customer and community relations | providing flexible and customised service solutions for our customers |
| | Council received a result of 4.48 (out of 5) for our customer service |
| 19. Waste and resource management | collection and disposal of solid and liquid wastes, operation of waste transfer facilities and landfills, recycling and materials recovery, community education programs |
| | 40% of waste diverted from landfill |
| 20. Cemeteries | providing and maintaining cemeteries for burial and ashes interment |
| | 363 landscape maintenance services undertaken each year |
| 21. Development services | planning, engineering, plumbing and landscaping approvals, provision of specialist advice to the community on development requirements, audit of private development works, investigation of complaints from the public around land use or development, management of appeals |
| | 186,554 free development information reports |
| 22. 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 |
| | 26,739 interactions per annum |
| 23. Public health | protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations |
| | 25,112 interactions regarding pest species |
| 24. Quarries | providing quarry products for construction, architectural and landscaping purposes |
| | 41,334 tonnes of roadbase produced 35,650 tonnes of asphalt produced |
| 25. Elected Council | providing community leadership, democratic representation, advocacy and decision making |
| Corporate Services | |
| 26. Property management | Comprehensive management of Council's building and facilities assets, associated security and maintenance services, coordination of Council's long term land acquisition strategy, securing land for |

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| | potential economic or industrial use and development; and providing a management function for Council's land assets. |
| | Value of Council owned or controlled land and building assets is \$790 million |
| 27. Financial and procurement services | financial and procurement management and governance, ensuring effective business management and legislative compliance, coordination and development of Council's budget process, administration of financial systems, sundry debtors, accounts payable, financial and asset accounting, treasury, procurement, contract and supply functions |
| | For the 2018-19 financial year Council spent \$244 million with local businesses |
| 28. 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 |
| | In the past year 255 people were recruited as employees, interns, cadets, trainees and graduates |
| 29. 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 |
| | 245 sets of open data are made available to the public |
| 30. 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 |
| | Council has 1,700 fleet and plan assets |
| 31. Governance | providing internal leadership, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported |
| | Council considered reports to make 230 formal decisions during 12 ordinary and 6 special meetings in 2018-19 |

Monitoring and reporting to our community

Council's Corporate Plan will be reviewed annually to ensure it retains its currency and relevance for our community. This annual review will be undertaken to maintain the direct line of sight between Council's strategic direction and the prioritisation of resources to services, programs and projects through the annual operational planning and budget development process.

Our performance monitoring and reporting is underpinned by the organisation's values – high standards, being our best and service excellence. Performance measurement is about the continuous improvement of Council services. Our organisation is proud of the quality of its services and strives to understand what it can do to better to maintain those high standards for our community.

Annual reviews of the outcomes achieved through the implementation of regional and supporting strategies, community satisfaction surveys, feedback and comments from customers are other mechanisms by which Council monitors progress towards our vision.

Annual Planning and Reporting

(Minor variance to timeframes may occur some years)



Want to know more?

Complementing the Sunshine Coast Corporate Plan 2020-2024 publication are online resources on the Council's website. These resources allow ongoing dialogue with the community about Council's strategic direction.

Individuals can read more about how their specific areas of interest are included in the vision, goals and pathways; and provide feedback and comments on Council's strategic direction, projects and services.

Connecting with Council.

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

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

Follow Council on:

- Facebook
- Twitter
- Google+
- YouTube
- LinkedIn
- Instagram

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

