

**LOGO**

**Central to document cover:**

**HEALTHY, SMART, CREATIVE**

***Australia's most sustainable region***

**Corporate Plan 2017-2021**

***Draft as at 23 February 2017***

## **Indigenous acknowledgement**

### **Photo**

## **Acknowledgement of Country**

Sunshine Coast Council acknowledges the traditional Country of the Kabi Kabi Peoples and the Jinibara Peoples of the coastal plains and hinterlands of the Sunshine Coast and recognise that these have always been places of cultural, spiritual, social and economic significance. We wish to pay respect to their Elders – past, present and emerging – and acknowledge the important role Aboriginal and Torres Strait Islander people continue to play within the Sunshine Coast community.

### **Document Sections, e.g.**

Section 1 – Forewords and Our Team	Pages x to x
Section 2 – Our journey so far	Pages x to x
Section 3 – Vision and Goals	Pages x to x
Section 4 – Services	Pages x to x

### **Want to know more?**

Complementing the Sunshine Coast Corporate Plan 2017-2021 publication is an on-line interactive resource. This resource allows ongoing dialogue with the community about council's strategic direction.

Individuals can see, hear and 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.

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

# DOUBLE PAGE SPREAD

## Corporate Plan Framework Diagram



## Mayor Foreword

### *Photo*

2017 marks the 50th Anniversary of the naming of the Sunshine Coast. This is an important milestone which we celebrate with our community.

However, we must always remember that our region 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 first occurred in the 19th century, that has helped shape the Sunshine Coast that we know today and provides the foundations for our city-region of the future.

The future is here – that is our ethos on the Sunshine Coast. It embodies not just who we are now, but where we intend to be as we travel over that horizon.

A city-region that prides itself on its attributes, competitive advantage and outstanding natural assets. A place where its community is passionate about the lifestyle that we are fortunate to enjoy and the values that we hold.

In short the Sunshine Coast is a city-region that is healthy, smart and creative.

These attributes define our approach to our economy, our engagement with our community, the value we place on our environment and how council operates as an organisation.

This is the heart of our Council's vision for the Sunshine Coast as Australia's most sustainable region – healthy, smart, creative.

It is a vision that underpins everything we do and 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 for our region is crucial, given the growth our region will continue to experience in the next 20 years and beyond. Today we are a population of approximately 300,000 people. Within 20 years we will reach nearly 500,000 residents.

Our Council wants to ensure our residents have the opportunity to stay here to pursue worthwhile careers and can access the facilities and services that 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 invigorated. Council also wants to see our region's infrastructure appropriately support the needs and functionality of our growing community.

This is why since 2012, our Council has pursued a transformational agenda that will strengthen the economy, balanced with maintaining and enhancing the liveability of our Sunshine Coast.

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 activities that reinforce our environmental credentials.

But much more still needs to be done.

Our Council's new Corporate Plan 2017-2021 sets the pathways that we will pursue on behalf of our community for the next five years to reinforce our vision for the region.

During that time we will see our new city centre in Maroochydore take shape as Australia's first truly smart city; our new runway completed at the Sunshine Coast Airport; council off-setting 100% of its

electricity consumption with energy produced by its solar farm; 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; and strong measures put in place to protect and preserve the regional inter-urban break - that evolving landscape that defines the Sunshine Coast from the rest of south-east Queensland and is home to some of our most recognisable features like the Glass House Mountains and the Pumicestone Passage.

New communities will emerge at Aura and Palmview; opportunities to nurture and grow our region's creative talent will expand significantly; and our connectivity with the world will be advanced as we help local businesses to export their products

and services and we progress our plans for an international broadband submarine cable connection.

At the same time, we will maintain our 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 initiatives that maintain and enhance our foreshore, waterways and other natural assets.

As a council, we will do so as one team – councillors and staff 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.

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

## CEO Foreword

### *Photo*

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 life on the Sunshine Coast – how we live, work, and 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, smart and creative solutions.

The Corporate Plan 2017-2021 sets clear goals and sets out a comprehensive blueprint to take our region into the future. We envision a dynamic, thriving economy, a region that is a responsible steward of its people and the environment, and a city-region that is resilient against emerging and unseen challenges.

Equity is a guiding principle of this corporate plan and a lens through which we view all of our planning, policymaking, decision-making and service delivery. Our commitment to equity means we will ensure that our people and our communities have equal access to opportunities to reach their full potential and to succeed. This is critical to ensuring our community and region is healthy.

This corporate plan is supported by a suite of endorsed regional strategies on critical matters such as the environment, economic development, social, financial and asset management. The corporate plan will be reviewed every year to track our priorities and responsiveness to issues.

Each of the strategic pathways link to the transformational actions detailed in council's endorsed regional strategies. Council's role in those transformational 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.

At the same time, council acknowledges the services we deliver today may not be the services we deliver tomorrow. We must continue to monitor everything we do to provide sustainable and fiscally responsible services now and into the future. As a smart organisation, council will ensure there is value for money, efficiency and endeavour to ensure there is no duplication in anything we do.

We all want to live in a city-region that is extraordinary. We need a strong local economy and excellent arts, culture and recreational amenities that are widely available to residents and visitors.

Delivering sound outcomes will require the efforts of a united team, including our elected representatives, staff, contractors, partners and volunteers. This joint approach, for which the Sunshine Coast is renowned, will enable consistent, focused and timely services being delivered to our community. Strong leadership and partnerships will deliver better outcomes for everyone in our region. We should never apologise for representing strongly 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.

My leadership team and I are also committed to ensuring a workplace that is engaging, collaborative and inspires excellence, whilst building a productive

culture, gearing up for exciting and positive times ahead.

We must always remember that the council workforce remains our greatest asset and these professional, competent and hard-working people are delivering value for money outcomes and essential services to our community every day.

It is important to highlight that it is the council workforce that drives the professional approach in delivering the many day to day services that are taken for granted by most people including roads, parks, libraries, sporting and community facilities, airport operations, bushland habitat, beaches and waterways.

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.

Financially the council is in excellent shape, achieving eight consecutive unqualified audits and awarded the second highest credit ranking available. Our services will continue to be underpinned by sound financial management, keeping costs down and providing real value for money. However, it should be noted that it is our intent to use an increase in debt to build much needed infrastructure to support a more sustainable local economy over the next four years.

Through the collaborative efforts of our staff and the community we will meet these challenges and build a healthier, smarter and more creative region. I invite you to contribute and participate positively with us on our journey.

## **1879 to 2017 our journey so far...**

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

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

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

The establishment of the Sunshine Coast Council in 2008 signalled the start of a more regional approach to the economic transformation and future development of the region.

Council now provides essential day-to-day services to over 300,000 people in region and is leading a number of major regional projects, including the new Maroochy City Centre, the Sunshine Coast Solar Farm, the Sunshine Coast Airport expansion and investigating the Sunshine Coast Light Rail system.

With a total budget of more than \$700 million, including a capital works program over \$250 million, council is now at the leading edge of local government in Australia – focused on building Australia's smart region and delivering the core services to support a strong community.

## **2017 ... a 50th anniversary celebration of the naming of the Sunshine Coast.**

The name 'Sunshine Coast' was launched in December 1958 at the inaugural dinner of the Sunshine Coast Branch of the Real Estate Institute of Queensland, held at the Hotel Caloundra. The Branch had begun a drive to popularise and obtain recognition for the name, to replace the term 'Near North Coast', which was not considered distinct enough, and had 'no significance for southerners.'

The name 'Sunshine Coast' was officially endorsed by the then Landsborough, Maroochy and Noosa councils in November, 1966 when it was agreed to utilise the name to cover the three Shires. The name tied in with the decision to also form the Sunshine Coast Promotion Bureau to promote the district covered by the three Shires. It gave the district 'a great start in developing a tourist industry'; 'Sunshine', signifying 'brightness and warmth' (and providing a different but complementary attraction to the Gold Coast).

A "Notification of Decision to Adopt a Place Name" under the Queensland Place Names Act of 1958 appeared in the Queensland Government Gazette in July 1967. The name was endorsed by the Minister for Lands, Alan Fletcher, who advised that the decision would take effect from 1 August 1967.



## 2017 to 2040 ... delivering the future, now

There is no better place to be at this time than on the Sunshine Coast. With more than 150,000 additional people forecast to be living on the Sunshine Coast by 2031, and with 70% of these arrivals living in the Sunshine Coast Enterprise Corridor between the Sunshine Coast Airport and Caloundra, council will continue to take a lead role in shaping a prosperous future for our community.

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

While continuing to provide the essential services to our community, council is also building a strong future for the Sunshine Coast through a number of major regional projects which will make the region an even better place to live, work and play for present and future generations.

### Sunshine Coast Airport Expansion

Construction of a new east-west runway, designed to accommodate larger, more fuel-efficient aircraft, an expanded apron and related infrastructure.

<b>Value:</b>	\$4.1 billion for the Queensland economy
<b>Timeline:</b>	Construction completed 2020
<b>Key statistic</b>	3500 fewer dwellings noise affected
<b>Partnership</b>	Palisade Investment Partners

### Light Rail

A fast, frequent, high-quality light rail service along the Sunshine Coast.

<b>Value:</b>	\$3.4b into the regional economy during construction and \$4.6m to the Sunshine Coast economy annually
<b>Timeline:</b>	Stage 1 by 2025
<b>Key statistic</b>	9,000 jobs during construction and 250 jobs anticipated for ongoing operation
<b>Delivery</b>	Market-led proposal

### Maroochydore City Centre Priority Development Area (PDA)

A planned city centre in the heart of the Sunshine Coast, the Maroochydore City Centre is the only greenfield CBD in Australia within an existing urban area.

Showcasing excellence in urban design, innovation and technology, the 53-hectare former golf course will include commercial, retail, residential and cultural precincts with 40 per cent of the site to be parks and waterways.

<b>Value:</b>	\$5.9 billion for the Queensland economy
<b>Timeline:</b>	2017-2040
<b>Key statistic:</b>	30,000 new jobs
<b>Delivery</b>	SunCentral Maroochydore Pty Ltd

### International Broadband Submarine Cable

A plan to link the Sunshine Coast region directly to global communications systems in Asia, the Pacific and the United States.

<b>Value:</b>	\$700 million to the region and \$1.1 billion pa for the Queensland economy
<b>Status:</b>	Application for cable exclusion zone lodged with Australian Communication and Media Authority.
<b>Key statistic</b>	Estimated 1800 additional jobs for the region once internet gateway established

## Your Council Team

### Elected Members

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

The portfolios 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 relationships within the organisation.

Councillor portfolios, or special areas of interest, focus on the whole of the region.

Mayor Mark Jamieson

Portfolio - Region Making Projects, Regional Advocacy & 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)

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 Sports

Division 9 – Cr Steve Robinson

Portfolio – Economic Development and Innovation

Division 10 -Cr Greg Rogerson

Portfolio – Local Infrastructure Delivery

## **Staff**

Our people are our greatest asset. Council is one of the Sunshine Coast's largest employers and we believe that our team's passion, professionalism and willingness to go above and beyond sets us apart from other councils and organisations.

We demonstrate, every day, that Council is an outstanding organisation and committed to the long-term future of the region.

Council's values and behaviours shape how the organisation grows, our culture and performance. As an outstanding organisation, our people are committed to delivering a high performing organisation, supported by good governance, robust decision-making and regional leadership.

## **Contractors**

Council works together with local contractors and businesses to meet existing and future infrastructure demands for the Sunshine Coast region.

Council's commitment to use local suppliers supports the development of a competitive and diverse local economy and industry network across the region.

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.

## **Volunteers**

More than 1500 volunteers contribute time and care to Council's volunteering program and each year these generous people enrich living within the Sunshine Coast through a diverse range of community organisations and Council community programs and services.

With their help, Council can deliver vital services and programs and build a stronger and connected community.

Events, programs, community organisations, disaster and emergency efforts are just some of the areas of service that depend on the freely given time, skill and passion of volunteers.

Council's Social Strategy also highlights the significant economic contribution and social value of volunteering on the Sunshine Coast.

## **Residents**

Residents are the heart of the Sunshine Coast. It is through strong community partnerships that Council understands and sets the strategic directions for the region, as it seeks to deliver on what is most important to the people who were born in our beautiful region, or have chosen the Sunshine Coast as their home.

This corporate plan seeks to continue that partnership by clearly outlining the priorities for the coming four years and inviting ongoing engagement with the community as services and projects are delivered.

## **Visitors**

Visitors are drawn by our stunning beaches, magnificent scenery and diverse, vibrant communities and activities. It is the healthy environment, the creativity and generosity of our communities and the sense of freshness and energy that brings visitors back again and again.

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.

## Vision, Values, Goals, Strategic Pathways

Sunshine Coast Council has embraced the long-term aspirational vision to be *Australia's most sustainable region*. The importance of vibrant, green, diverse as attributes of sustainability are now well embedded within council and our communities.

The vision *Australia's most sustainable region - healthy, smart, creative* continues to reflect a balance in our economic, social and environmental objectives. It acknowledges unprecedented our region's unprecedented growth and the rapidly evolving digital age are significant drivers influencing council's strategic direction, priorities and services for the next five years.

Everything Council does is underpinned by its values which define the culture of the organisation and the 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 2017-2021 corporate plan goals – a smart economy, a strong community, a healthy environment, service excellence, outstanding organisation - 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 across our region every day.

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

Council's role in those transformational 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.

Monitoring, planning and resourcing associated with the implementation of strategies and transformational actions to progress council's goals is reviewed regularly and detailed within council's annual operational plan.

Progress towards the goals is measured annually with performance reported in council's annual report and website.

## **A smart economy**

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

The Sunshine Coast is now independently ranked as the second strongest performing economy in Queensland, with some of the highest levels of business confidence in the State and achieving an unemployment rate of 4.7% - well below the State and national averages.

This is the product of having a clear and believable vision for the region's economy and a blueprint for how it will transform over the next two decades. Council led the development of this vision and blueprint - the Sunshine Coast Regional Economic Development Strategy 2013 -2033 - and has worked closely with business, industry, the University of the Sunshine Coast and the other tiers of government to ensure it delivers important dividends for our community.

These include enduring employment opportunities in jobs that will not disappear during periods of economic fluctuation; new investment in industries that will be in demand in the 21st century; regionally significant infrastructure that improves the connectivity and livability of the region; and average household income levels that are at least equivalent to the State average.

Our region's new economy is being built on the investment in transformational infrastructure projects like the \$1.87 billion Sunshine Coast University Hospital, the expansion of the Sunshine Coast Airport, the development of the new Maroochydore City Centre which will contribute \$4.4 billion to the region's economy and the \$81 million expansion of the University of the Sunshine Coast. This will be supported by a concentrated focus on the development of seven high-value industries that will support the employment demand generated by the transformational projects and provide more enduring jobs and prosperity for current and future residents.

Council's role in the economy is first and foremost to generate confidence – confidence in the policies and programs that are delivered to encourage investment, support business to expand and deliver jobs for our community. At the heart of this is instilling confidence that the region is well placed to participate in and take advantage of, a rapidly changing, technology driven global economy.

Council recognises that the region's future prosperity lies in ideas, innovation and driving entrepreneurialism. The Sunshine Coast is developing a flourishing innovation ecosystem, providing an ideal location for start-ups, entrepreneurial talent and creativity. The region has been named as a Smart21 Community of for three of the last four years by the International Intelligent Community Forum. Council's clear priority is to continue to position the Sunshine Coast as a leading city-region for innovation and creativity, underpinned by its connectivity with the global economy and supported by a community which can experience an array of opportunities locally.

The achievement of council's ambitions for the region continue to be supported through strong collaboration with key strategic partners, including Sunshine Coast Events Board, SunCentral Maroochydore Pty Ltd and Visit Sunshine Coast.

### **Strategies and plans**

Regional Economic Development Strategy 2013-2033

Sunshine Coast Planning Scheme 2014

Major and Regional Events Strategy 2013-2017

Rural Futures Strategy

Sunshine Coast Airport Master Plan 2007

Sunshine Coast Holiday Parks Business Plan 2015-2020

Industry and investment plans for high-value industries

**Goal measures:**

1. Value of committed (or in the pipeline) major public and private investment in the region
2. Value of construction from building approvals
3. Estimated economic impact from council supported major and regional events
4. Innovation Strategy developed and adopted by Council 2017/18

## **A strong community**

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

The Sunshine Coast region is ranked the healthiest in Queensland, and our Council is committed to maintaining this achievement. Council continues to invest in the provision of recreational parks, trails and pathways, sporting fields, aquatic centres and stadiums to facilitate passive and active recreation for all people. Promoting and providing leadership through strong messaging on social issues such as domestic violence, disability advocacy, homelessness, multiculturalism and mental health is equally important to your council team.

A focus on leadership, collaboration and partnerships is achieving significant progress towards safe and healthy communities. The 'disaster hub' is a great example of building capabilities and capacity across the many government and community agencies that respond to a disaster event. Using digital technologies and smart communications as key components, the 'disaster hub' combines information from many agencies and presents it to the wider community in a way that is accurate, accessible and relevant for people to make the best decisions in times of natural disaster.

Our community is passionate about maintaining and celebrating our values and lifestyle. Our region's traditional peoples have been here for thousands of years; those of us who call the Sunshine Coast home today may be descendants of early pioneers, settlers from interstate or one of the hundreds of new Australian citizens who chose to make the region home. Whatever our origins, we strive for equal opportunity to shape our region, to become active members of our community, to show tolerance and respect, and to stand up for those who are not getting a 'fair go'. These values are our common bond, involving reciprocal rights and obligations that serve to unite us all whilst still respecting the diversity of our region and its people.

The people of the Sunshine Coast have a remarkable history of active involvement in community life. Thousands of volunteers freely give of their time and creativity to connect people and places through festivals, sporting events, social support services and environmental, arts and cultural programs, which invaluable contributes to our region's vibrancy and sustainability. The newly established Sunshine Coast Arts Advisory Board is one example of taking a strategic approach to evolving arts and cultural opportunities in the region. At the community level, there is great potential to engage with the wealth of artistic talent and expertise living and working in our region.

### **Strategies and plans**

Sunshine Coast Social Strategy 2015

Domestic Animal Management (Cats and Dogs) Strategy 2014 – 2020

Sunshine Coast Arts Plan 2017-2037 (*under development*)

Sunshine Coast Cemetery Plan 2012-2027

Sunshine Coast Heritage Plan 2015-2020

Reconciliation Action Plan 2011-2016

Access and Inclusion Plan 2011-2016

Performance and Community Venues Service Plan 2014-2029

Sunshine Coast Libraries Plan 2014-2024

Sunshine Coast Aquatic Plan 2011-2016

Sunshine Coast Stadium Facility Development Plan 2015-2030

Sport and Active Recreation Plan 2011-2016

Sunshine Coast Skate and BMX Plan 2011-2020

Master Plans – for recreation, multi-sports fields and complexes



**Goal measures:**

1. Population engaged in volunteering
2. Maintain healthiest region in Queensland ranking <sup>1</sup>
3. Frequency of attendance at major venues, aquatic facilities, libraries, gallery and events
4. Number of people and community groups that benefit from council's funding program

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<sup>1</sup> Performance data for this measure only released biennially

## **A healthy environment**

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

The Sunshine Coast landscape supports a vast diversity of native plants and animals that create the region's highly regarded natural environment that attracts residents and visitors to the many and varied places of natural beauty in our region. An environment that is central to the Sunshine Coast way of life, and critical to supporting our economy and community.

The health and preservation of our landscape and character, biodiversity, waterways and wetlands and coastline are vital to sustaining the products and services the natural environment provides for our community, maintaining and enhancing these natural assets continues to be a primary focus for council and the community.

It is important that this focus be balanced with the environment we create, the built form that we can shape and transform to ensure the region adapts and responds to changes in our climate, our population, and use of technologies to create a more sustainable future.

Central to this future is the transition to renewable energies. The Sunshine Coast is well on its way to becoming a sustainable region with energy derived from renewable sources now a reality. This is set to rapidly increase as new innovations and technologies are deployed, making renewable energy more reliable and affordable, driving emissions reductions and the new economy.

Residents and visitors are attracted and engaged by the many and varied places of natural beauty in our region. Creative programming and activation of spaces outside of purpose built buildings not only showcase and celebrate the beauty of the environment in which we live but also provide inspiration for our creative sector and encourage awareness of and respect for the importance of a healthy environment.

### **Strategies and plans**

Sunshine Coast Planning Scheme 2014

Sunshine Coast Sustainable Transport Strategy 2011-2031

Sunshine Coast Waste Strategy 2015-2025

Sunshine Coast Open Space Strategy 2011

Sunshine Coast Social Infrastructure Strategy 2011

Sunshine Coast Biodiversity Strategy 2010-2020

Sunshine Coast Waterways and Coastal Management Strategy 2011-2021

Sunshine Coast Climate Change and Peak Oil Strategy 2010-2020

Sunshine Coast Energy Transition Plan 2010-2020

### **Goal Measures:**

1. Council's greenhouse gas emissions reduced
2. No loss of the regional inter-urban break from its 2017 extent
3. Hectares of land per resident acquired through environment levy for conservation and preservation purposes maintained
4. Renewable energy capacity increased
5. Environment and Liveability Strategy developed and adopted by Council 2017/18
- 6.

## **An outstanding organisation**

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

Having a healthy workforce also directly translates to the health of our region. Council engages and supports its people to make positive and sustainable behaviour changes that reduce life-style related health risk factors and improves their overall health and wellbeing. The word FRESH has been chosen purposefully as a reminder that feeling physically and mentally FRESH is a key to satisfying work, sustainable performance and 'great health' within the organisation and the community.

Council recognises it needs to sustain a workplace that is smart, innovative, creative, engaging and inspires excellence in everything it does. Council has a great depth of skills and experience and how our people fulfil their roles, their commitment to the region and their willingness to go above and beyond, is what sets our organisation apart from other councils.

Council is in excellent financial shape. No other council in Queensland has a higher credit ranking. Our smart fiscal management is underpinned by the innovative and efficient approach taken by our workforce, commitment to keeping costs down and continuing to provide real value for money. Our approach is delivering unparalleled confidence in the region with the willingness of local and new businesses and the Federal and State Government to successfully invest and create wealth in our region.

Council's leadership team is empowering the workforce to lead and drive our professional approach to the delivery of core services and region-making projects. Our workforce is rising to the challenge and developing creative and innovative approaches to the way we do business.

### **Related documentation**

Financial Sustainability Plan 2015-2025

People Strategy 2017-2019

Information and Technology Strategy 2011-2016

### **Goal measures:**

1. Operating surplus ratio
2. Net financial liabilities ratio
3. Workplace health and safety – days lost to injury
4. Customer and employee experiences reflect organisation values
5. Development of a Customer Relationship Management System (CRMS) 2017-2019

## **Achieving outstanding recognition and fulfilling the high standards we set for the organisation**

Striving to be our best is a shared goal of our workforce. Council will continue to focus on celebrating its achievements and successes by nominating services, projects, initiatives and people for local, state and national awards.

Council has been recognised many times by its peers, winning numerous prestigious awards and achievements across the organisation.

Council is constantly developing ongoing collaborations between research institutions, business and industry to support initiatives and innovation.

In addition to external recognition, the CEO Excellence Awards are presented as part of council's employee recognition program, which aims to notice, share, recognise and celebrate employees who are living council's values each day.

## **Service excellence**

### **Positive experiences for our customers, great services to our community**

Our long term goals and strategic pathways provide guidance on the range, size, shape and health of our services into the future. Council takes pride in what we do and the quality of services provided to our community. We also acknowledge the services we deliver today, may not be the services we deliver tomorrow. Service sustainability and our ability to meet changing community expectations requires the quality, performance and relevance of our services to be reviewed and assessed.

Our organisation is looking for ways to use technology to deliver smarter and more efficient services to improve lifestyle of our residents. Over the life of this plan the region will see the introduction and activation of smart services for waste, WiFi, parking, tourism and events, lighting, water, CCTV, signage, building information modelling, power and energy, sound, sensors, health and education. While it will take some years for all communities to receive all smart services, the 'smart city implementation plan' puts our region at the forefront of 21st century service delivery.

Creating a positive experience for our customer includes being treated promptly, efficiently and professionally, including when council is responding as the regulator of local laws.

Customers can expect clear and timely communication; that a staff member in the organisation is taking personal responsibility to assist them and that we aim to deliver on our promise.

Engaging with our community is creating open and ongoing dialogue, using community input to make better decisions for the whole of the region, to be authentic, meaningful, clear and consistent in the extent to which that input may influence council decision making.

### **Related documentation**

Customer Charter

Customer Experience Strategy

Sunshine Coast Asset Management Plans

### **Goal measures:**

1. Level of community involvement in local issues and activities
2. Average gap between community satisfaction and importance score across all services
3. Asset sustainability ratio
4. Customer Satisfaction Survey results

## **Council Services**

### **Airport**

Aeronautical operations, passenger related services and management services for Sunshine Coast Airport and Caloundra Aerodrome.

#### **Focus for 2017-2021**

Construction of the new east-west runway and associated infrastructure to accommodate larger, more fuel-efficient aircraft, and enabling direct flights to more locations in Australia, Asia and Western Pacific.

#### **Key Service Statistic**

1,000,000 million passengers per annum.

### **Beaches, foreshores, coastal infrastructure and canals**

Dredging and sand replenishment, maintenance of dune fencing, revetment walls, jetties, boat ramps, pontoons, groynes and beach access, canal locks, weirs and pumps.

#### **Focus for 2017-2021**

Building resilience into our coastal infrastructure assets to mitigate the impacts of climate change.

#### **Key Service Statistic**

130 km of coastline, 60 km of beaches, 257 beach access points, 8 km of coastal protection works, and 96 constructed water bodies.

### **Bushland conservation and habitat**

Partnerships and education programs to protect and enhance biodiversity assets, pest animal and plant mitigation, natural area reserve networks protection, enhancement and management, fire management programs.

#### **Focus for 2017-2021**

Improvement in quality of vegetation and habitats contained within the natural area reserve network.

#### **Key Service Statistic**

542 environmental reserves (includes natural amenity areas, bushland reserves, dune systems and riparian areas) covering 5,741 ha.

## **Cemeteries**

Providing and maintain cemeteries for burial and ashes internment.

### **Focus for 2017-2021**

Explore opportunities to examine cemetery requirements to support population growth within the region and changing trends and practice.

### **Key Service Statistic**

95% compliance with cemetery standards for maintenance.

## **Community and cultural development and partnerships**

Planning, partnering and supporting the community through a range of community development, civic and cultural programs, and grants.

### **Focus for 2017-2021**

Recognising and supporting opportunities which develop and grow creative and cultural industries on the Sunshine Coast, positioning the region as a key destination for both industries.

### **Key Service Statistic**

220 events and more than 35,000 attendees to Horizon Festival.

## **Community Venues**

Providing, managing and administering the hiring and leasing of community and cultural venues including The Events Centre and other performance venues.

### **Focus for 2017-2021**

Ensure Sunshine Coast venues are designed and equipped to be resourceful, to offer a high quality experience for the community and to ensure their usage is maximised.

### **Key Service Statistic**

2500 community events each year attended by 320,000 people.

## **Customer and Community Relations**

Providing customer contact channels, media and public relations, strategic marketing and reputation management, civic and community events to keep the public informed, engaged and celebrating community life.

### **Focus for 2017-2021**

Provide a program of services that celebrate who we are as a region and respond to the needs of our community and introduce videography as a preferred communication medium, in conjunction with social media platforms, to enhance council's reputation locally, nationally and internationally.

### **Key Service Statistic**

Facebook engagements increasing by over 10% per month and customer contact service satisfaction rate consistently more than 90%

## **Development Services**

Provide development information and assessment services for planning, engineering, environment, building and plumbing as well as the management of development compliance and appeals.

### **Focus for 2017-2021**

Establish 24/7 access to eServices that provide access to development information and decisions.

### **Key Service Statistic**

143,732 free development information site reports provided free of charge and 800,000 site visits to PD Online.

## **Disaster Management**

Regional disaster management co-ordination including prevention, preparation, response and recovery.

### **Focus for 2017-2021**

Disaster risk reduction and the building of community resilience to mitigate the impacts of climate change and natural disasters.

### **Key Service Statistic**

Over \$6 million allocated to disaster prevention, preparedness, response and recovery activities annually.

## **Economic Development**

Providing industry and business programs and initiatives to support the growth of the regional economy.

### **Focus for 2017-2021**

Delivery of programs and actions in support of the Regional Economic Development Strategy to contribute to achieving the aspirational goals.

### **Key Service Statistic**

Consistently achieving more than 80% customer satisfaction.

## **Elected Council**

Provides community leadership, democratic representation, advocacy and decision-making.

### **Focus for 2017-2021**

Engage closely with the community, advocate for service and infrastructure priorities and build partnerships to deliver on healthy, smart and creative opportunities for our region.

### **Key Service Statistic**

3032 customer requests directed to councillors offices during 2016.



## **Holiday Parks**

Providing and operating holiday parks including caravan, camping and cabin facilities.

### **Focus for 2017-2021**

Increase the profitability of holiday parks thereby generating an on-going non-ratepayer funded revenue stream for council.

### **Key Service Statistic**

6 holiday parks provide 1100 powered sites for use by local residents and visitors.

## **Libraries**

Providing access to information and learning opportunities through static and mobile libraries and loanable items.

### **Focus for 2017-2021**

Develop an engaging program of events, processes and activities that encourage the community, all ages to take advantage of the huge range of services libraries have to offer; and explore opportunities in response to changing needs in the community and innovative technologies.

### **Key Service Statistic**

8 static and 2 mobile libraries with a total membership of 111,600.

## **Lifeguards**

Providing regular patrols of beaches to ensure the safety and enjoyment of residents and visitors.

### **Focus for 2017-2021**

Ensure all beaches are patrolled in accordance with council contract requirements to prevent drowning on Sunshine Coast Council beaches.

### **Key Service Statistic**

Patrolled 21 beaches, with 120,000 preventative actions and 550 rescues in 2016.

## **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.

### **Focus for 2017-2021**

Providing customers with a greater understanding of legislation through education and warnings before enforcement.

### **Key Service Statistic**

A minimum of 25,000 interactions per annum where public education on local laws is undertaken.

## **Public Lighting**

Providing and maintaining public lighting.

### **Focus for 2017-2021**

Enhancing the urban environment with quality lighting outcomes that improve tourism and lifestyle of residents throughout the region.

### **Key Service Statistic**

25,962 lighting assets at 30 June 2016.

## **Public Health**

Protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations.

### **Focus for 2017-2021**

Develop species specific communication and education materials for high alert pest species and conduct targeted communication and education programs in high risk locations.

### **Key Service Statistic**

Minimum of 6,000 interactions per annum where specific communication and education on pest species is provided.

## **Recreation Parks, Trails and Facilities**

Design, maintenance and management of council's public open space for active and passive recreation.

### **Focus for 2017-2021**

Defining strategic links between recreation parks, trails and facilities to connect the existing assets and create economic, social and cultural opportunities.

### **Key Service Statistic**

Council manages and maintains 482 parks totaling 541 hectares.

## **Rivers, Streams, Estuaries and Water Bodies**

Providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation.

### **Focus for 2017-2021**

Building partnerships to reduce the impacts of sediment, nutrients and litter on waterways.

### **Key Service Statistic**

More than 3,700 km length of waterways, four coastal lagoons, and Pumicestone Passage.

## **Road Network Management**

Road transport infrastructure planning, design and delivery, road safety and traffic management, public education programs, streetscapes planning and place making.

### **Focus for 2017-2021**

Identify and pursue a range of techniques to improve forward project planning, design, and community engagement.

### **Key Service Statistic**

427 concept and final designs completed during 2016-2017.

## **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.

### **Focus for 2017-2021**

Modernising procedures and practices for service delivery including: increasing proactive maintenance programs; business analysis of multiple large data sets; improved scheduling and strategic procurement.

### **Key Service Statistic**

Maintaining 2,316 km of sealed roads, 532 km of unsealed roads and 1,140 km of pathways.

## **Sporting Facilities**

Providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds and multi-sports fields.

### **Focus for 2017-2021**

Proactively master plan key sporting facilities to prioritise capital expenditure throughout the sporting network

### **Key Service Statistic**

Providing 10 aquatic centres with over 1,000,000 visits and more than 800,000 visitors to the Sunshine Coast Stadium, Caloundra Indoor Stadium, Nambour Showgrounds and Maroochydore Multi Sports facilities annually.

## **Stormwater Drainage**

Managing and maintaining functional stormwater drainage.

### **Focus for 2017-2021**

Improve the quality and range of cyclic condition inspections of the drainage network to reduce Corporate and Community risks, and enable maintenance intervention at earlier stages of asset deterioration.

### **Key Service Statistic**

26,213 metres of stormwater network inspected during 2015-2016.

## **Sustainable Growth and Network Planning**

Manage growth through network planning and establishing long term land use policy for urban settlements, the environment, flooding, transportation and the provision of infrastructure.

### **Focus for 2017-2021**

Managing growth for the Sunshine Coast with a long term focus to 2041.

### **Key Service Statistic**

\$31,726 million collected in infrastructure charges last financial year to be invested in growth assets on behalf of 287,000 residents.

## **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.

### **Focus for 2017-2021**

Identifying new landfill sites, associated bulk haul options and/or alternative waste technologies.

### **Key Service Statistic**

34% of waste diverted from landfill.

## **Services for the organisation's health and performance**

### **Finance 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.

#### **Focus for 2017-2021**

Increasing customer accessibility to self-service information and payments; and connecting local businesses to council's material and service supply requirements.

#### **Key Service Statistic**

11,307 rating and 69,308 payment transactions through 'my council' and \$180 million (66%) of council's procurement spend with local suppliers in 2015-2016.

### **Fleet Management**

Procurement, maintenance and support for council's light fleet, heavy fleet, trucks and equipment and co-ordination of externally hired plant and equipment.

#### **Focus for 2017-2021**

Fostering effective partnerships with clients by providing cost-effective fleet management solutions.

#### **Key Service Statistic**

Council have a fleet of over 40 trucks servicing the region's 6805 hectares of environmental reserves, parks and gardens.

### **Governance**

Providing internal leadership and communication, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported.

#### **Focus for 2017-2021**

Facilitating coordinated provision of information, quality decision-making and alignment of services to council's strategic direction.

#### **Key Service Statistic**

Council considered reports to make 273 formal decisions during 20 Ordinary and Special meetings in 2016.

## **Human Resource Management**

Assisting all employees with organisational development, payroll, recruitment, workplace relations, learning and development, workplace health and safety guidance and support

### **Focus for 2017-2021**

Work with our employees to foster a mentally healthy, skilled, committed and innovative workplace culture.

### **Key Service Statistic**

2247 days of corporate, FRESH and safety training provided to employees in the past 12 months.

## **Information and Communication Technology**

Providing agile and transformative information and technology enabling council to be a leader in delivering innovative and sustainable services to its community.

### **Focus for 2017-2021**

Implementing initiatives to digitally transform council to more effectively respond to community, business and visitor needs and enable the organisation to adapt to rapid changes in technology.

### **Key Service Statistic**

130 sets of data made available to the public since mid-2015.

## **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.

### **Focus for 2017-2021**

Transitioning to mobile work places enabling greater agility and efficiency in service delivery, managing council's land holding with consideration for future generations; and implementing a commercial focus to managing council's property portfolio.

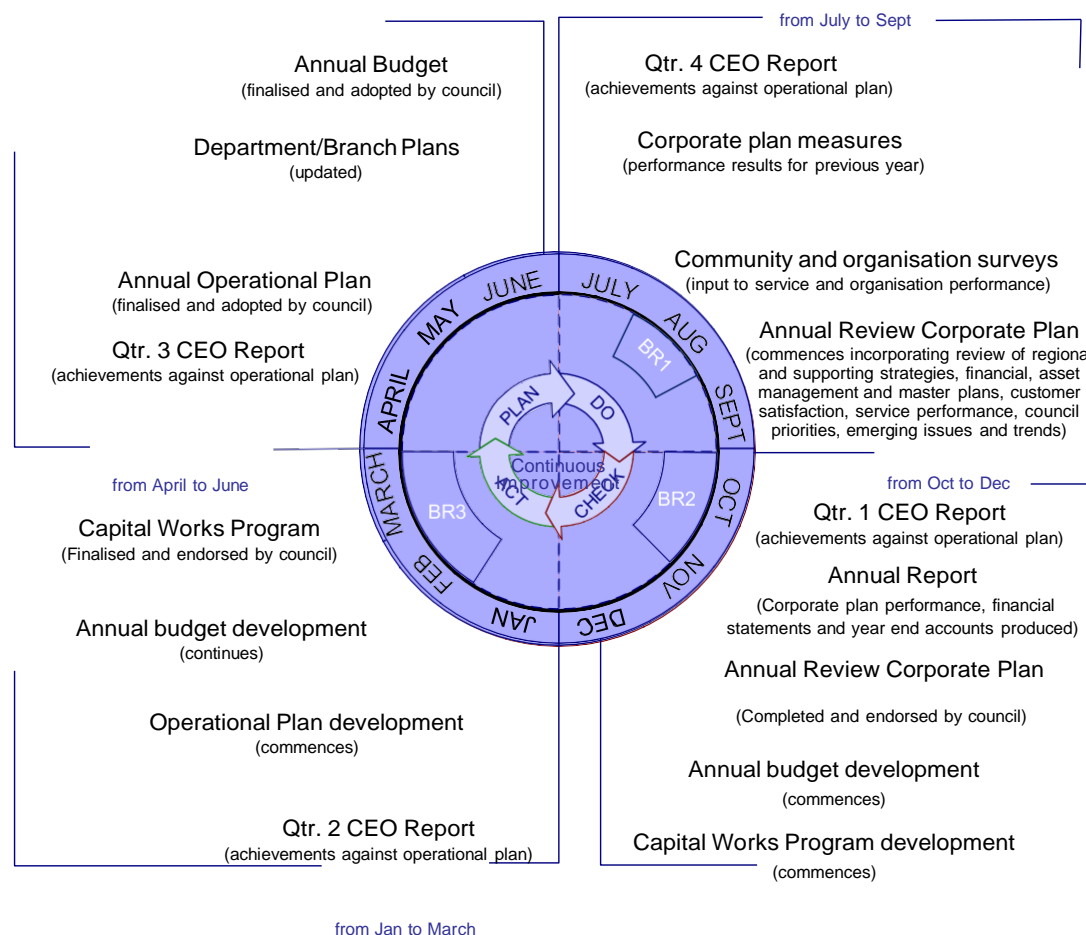
### **Key Service Statistic**

Value of council owned or controlled land and building assets (excluding auxiliary assets) is \$884,052,546.

# Monitoring and reporting to our community

## Annual Planning and Reporting Cycle

*(Minor variance to timeframes may occur some years)*



The 2017-2021 corporate plan will be reviewed annually to ensure it retains its currency and relevance for our community. This annual review will be undertaken between July and December each year 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.

Corporate plan measures are designed to track progress over time and are one indicator of performance.

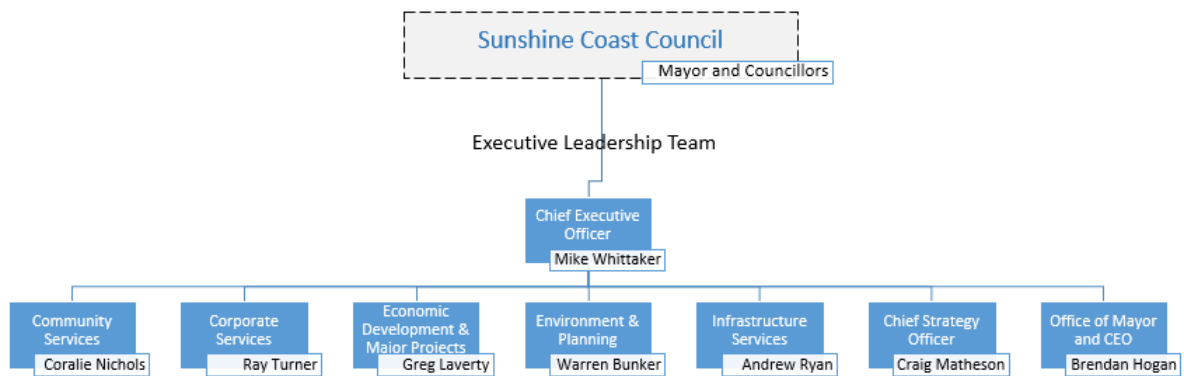
Annual reviews of the outcomes achieved through the implementation of regional and supporting strategies, community satisfaction surveys, feedback and comments from customers are other mechanisms by which council monitors progress towards our vision.

As part of the continuous improvement ideal, the 2017-2021 Sunshine Coast Council Corporate Plan is complemented by an on-line interactive resource to educate, improve visibility and encourage on-going dialogue with the community about council's strategic direction. Reports, survey results and performance data will be published through the interactive resource as they become available during each year.

This on-going dialogue with the community through the corporate plan interactive resource facilitates relevant and visible engagement with the community for each annual review of the corporate plan.



# Sunshine Coast Council's Service Delivery Framework



## Definition of key terms

Advocate	to speak or argue in favour of something, such as a cause, idea or policy
Biodiversity	the variety of all life-forms including the different plants, animals and micro-organisms and the ecosystems they form.
Capital works projects	construction of the necessary infrastructure (e.g. roads) to support the development of the region
Collaboration	working with someone to produce or create something
Corporate Plan	strategic document that identifies council's priorities for the next five years
Governance	guides culture and business practices, effective decision-making through strategic and operational planning, risk management and compliance, financial management and external reporting
Infrastructure	the basic facilities, services and installations needed for the functioning of a community or society, such as transport networks, drainage, water and sewerage
Innovative	introducing new ideas and original and creative thinking
Region (Regional)	the area within the Sunshine Coast local government area
Resilient	able to withstand or recover quickly from difficult conditions
Social infrastructure	community facilities, services and networks that help individuals, families, groups and communities meet their social needs
Sustainable	meeting the needs of the present without compromising the ability of future generations to meet their own needs
Vision	a statement that describes the future towards which council is working