

# **Sunshine Coast Council Operational Plan 2014-2015**



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#### **Acknowledgements**

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#### **Disclaimer**

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## Introduction

### What is an Operational Plan?

The *Sunshine Coast Council Corporate Plan 2014-2019* is Council's strategic blueprint for the future. It defines how the organisation services and supports the community.

The **Annual Operational Plan** apportions corporate responsibility and resources to progress implementation of the *Sunshine Coast Council Corporate Plan 2014-2019* over the 2014-2015 financial year. It is complemented by the annual budget which apportions the funding for key activities, projects and core service delivery.

The operational activities are drawn from council resolutions, implementation plans associated with council endorsed strategies, legislative requirements and emerging issues.

Each operational activity aligns with one of Council's strategic goals:

- A new economy
- A strong community
- An enviable lifestyle and environment
- Service excellence
- A public sector leader

All operational activities are allocated to a business area to lead their implementation. The successful implementation and resulting contribution to achieving the outcomes described in the *Corporate Plan 2014-2019* relies on assistance and support from many business areas within the organisation, external partners and community volunteers.

### How is the plan used?

Operational activities, projects and core services are incorporated into departmental business plans, service snapshots and profiles. Each department is responsible for managing the scheduling, delivery, performance and reporting for those activities, projects and services for which they have lead responsibility, for providing necessary assistance and support for the successful achievement of the operational plan as a whole and for identifying, managing and monitoring operational risk.

The specific responsibilities and deliverables of each employee, the functions and the tasks undertaken on a daily basis link directly to one or more actions, projects or services described in the **Annual Operational Plan**.

### How is progress reported?

The Annual Operational Plan provides the basis for reporting to Council on progress towards achieving corporate plan goals each quarter. Departments will provide relevant performance data on those operational activities and projects allocated to their business areas. Employee performance appraisals are conducted every six months with their immediate supervisors.

### How are operational risks managed?

Council is committed to maximising opportunities, managing risks and improving quality of service. To assist staff to identify, manage and monitor risks in achieving the outcomes and goals detailed in operational business plans, Council has adopted an enterprise risk management framework based on International Standard ISO31000.

## Goal: A new economy

To achieve our goal - A new economy - we serve our community by providing these great services

S1 <sup>1</sup>	<b>Airport</b> – providing aeronautical operations, passenger related services and management services for Sunshine Coast Airport and Caloundra Aerodrome
S2	<b>Economic development</b> – providing industry and business programs and initiatives to support the growth of the regional economy
S3	<b>Holiday parks</b> – providing and operating holiday parks including caravan, camping and cabin facilities

### Relevant strategies and plans

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

### 1.1 Strong economic leadership, collaboration and identity

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
1.1.1.1	Support the activities of the Sunshine Coast Economic Futures Board, including the development of the New Economy Annual Report	Corporate Strategy and Delivery	Economic Development Strategy and Coordination
1.1.1.2	Implement a new regional investment brand and Regional Investment Prospectus, with a specific focus on the investment potential of the Sunshine Coast Enterprise Corridor	Corporate Strategy and Delivery	Strategy and Coordination
1.1.1.3	Implement the <i>Sunshine Coast Planning Scheme 2014</i> , including progression of Council's nominated investigations and priority amendments to the scheme	Regional Strategy and Planning	Development Services Strategic Planning

### 1.2 New capital investment in the region

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
1.2.2.2	Determine the financing arrangements for civil works and secure funding to progress the Maroochydhore Priority Development Area	Corporate Strategy and Delivery	Commercial Projects

<sup>1</sup> S = Service (Services are numbered sequentially throughout document)

## Goal: A new economy

1.2.2.5	Deliver early civil works for the Maroochyore PDA <sup>2</sup>	Corporate Strategy and Delivery	Commercial Projects
1.2.4	Finalise planning, scoping and financing arrangements to progress the Brisbane Road carpark at Mooloolaba	Corporate Strategy and Delivery	Commercial Projects
1.2.2.3	Determine the sequencing of precincts for release to market for development to progress the Maroochyore PDA	Corporate Strategy and Delivery	Commercial Projects
1.2.2.1	Implement the governance model for the development of the Maroochyore PDA	Corporate Strategy and Delivery	Commercial Projects
1.2.2.6	Conduct market sounding and expression of interest for the development of the iconic precinct (including an entertainment, convention and exhibition centre)	Corporate Strategy and Delivery	Commercial Projects
1.2.1.2	Determine the financing strategy and model for securing required investment to progress expansion of the Sunshine Coast Airport	Corporate Strategy and Delivery	Corporate Strategy & Delivery Directorate
1.2.1.3	Conduct a market sounding and expression of interest process to determine the investment partner to progress expansion of the Sunshine Coast Airport	Corporate Strategy and Delivery	Corporate Strategy & Delivery Directorate
1.2.2.4	Investigate the development of a smart city framework for the Maroochyore PDA area	Corporate Strategy and Delivery	Economic Development
1.2.3.2	Undertake feasibility study and seek clarity on Commonwealth approvals to enable further consideration of the Internet Broadband Gateway	Corporate Strategy and Delivery	Economic Development
1.2.3.1	Develop and implement a targeted advocacy plan to obtain government commitments to major regional infrastructure priorities	Corporate Strategy and Delivery	Strategy and Coordination
1.2.1.1	Complete the Environmental Impact Statement to progress expansion of the Sunshine Coast Airport	Corporate Strategy and Delivery	Sunshine Coast Airports
1.2.3.3	Continue to progress planning, infrastructure delivery solutions and service integration for key development areas at Kawana, Palmview and Caloundra South	Regional Strategy and Planning	Major Urban Projects

<sup>2</sup> Priority Development Area (PDA)

## Goal: A new economy

### 1.3 Investment and growth in high-value industries

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
1.3.2.2	Target Council's procurement policies and practices to support local businesses	Corporate Services	Procurement and Contracts
1.3.3	Continue to implement the Caloundra Aerodrome Master Plan and associated property management and leasing arrangements	Corporate Services	Property Management
1.3.1	Progress industry and investment plans for high-value industries: <ul style="list-style-type: none"> <li>• Health and wellbeing</li> <li>• Education and research</li> <li>• Tourism, sport and leisure</li> <li>• Clean technologies</li> <li>• Aviation and aerospace</li> <li>• Knowledge industries and professional services</li> <li>• Agribusiness</li> </ul>	Corporate Strategy and Delivery	Economic Development
1.3.2.1	Facilitate local business access to specialist advice, information and services	Corporate Strategy and Delivery	Economic Development
1.3.4.3	Provide investment attraction and business support services to support new business establishment and development in the Oceanside Kawana Health precinct	Corporate Strategy and Delivery	Economic Development
1.3.4.5	Monitor Council's investment in The Work Shop (an employment services partnership for the Sunshine Coast University Public Hospital project) and consider future funding arrangements	Corporate Strategy and Delivery	Economic Development
1.3.4.4	Identify appropriate precinct management solutions and services for Oceanside Kawana Health precinct	Infrastructure Services	Transport Infrastructure Management
1.3.4.2	Identify car parking solutions to encourage development of Oceanside Kawana Health precinct	Regional Strategy and Planning	Major Urban Projects
1.3.4.1	Progress land use and infrastructure planning to facilitate delivery of the Oceanside Kawana Health precinct	Regional Strategy and Planning	Major Urban Projects

## Goal: A new economy

### 1.4 Strong local to global connections

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
1.4.1.4	Ensure Queensland Government Trade Commissioners and Austrade officials have access to up to date information on the strengths and competitiveness of the Sunshine Coast	Corporate Strategy and Delivery	Strategy and Coordination
1.4.1.1	Organise, undertake and report on the outcomes of, international investment, trade and export missions	Corporate Strategy and Delivery	Strategy and Coordination
1.4.1.2	Promote the region's capabilities, products and services in key markets	Corporate Strategy and Delivery	Strategy and Coordination
1.4.1.3	Manage incoming international delegations	Corporate Strategy and Delivery	Strategy and Coordination

### 1.5 A natural, major and regional event destination

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
1.5.1.1	Manage Council's major and regional events sponsorship commitments	Corporate Strategy and Delivery	Economic Development
1.5.1.2	Support the activities of the Sunshine Coast Events Board	Corporate Strategy and Delivery	Economic Development
1.5.1.3	Source and secure new major and regional events	Corporate Strategy and Delivery	Economic Development
1.5.1.4	Identify options to expand the funding base for the support of major and regional events	Corporate Strategy and Delivery	Economic Development

### A new economy – 2014-2015 significant operating projects

P1 <sup>3</sup>	<b>Sunshine Coast Planning scheme</b> – completion of priority amendments and consideration of Maroochydoore PRAC and Palmview	Regional Strategy and Planning	Strategic Planning
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<sup>3</sup> P = Project (Projects are numbered sequentially throughout document)



## Goal: A strong community

To achieve our goal - A strong community - we serve our community by providing these great services

S4	<b>Community and cultural development and partnerships</b> – providing planning, partnering and supporting the community through a range of community development, civic and cultural programs and grants
S5	<b>Community venues</b> – providing, managing and administering the hiring and leasing of community and cultural venues including The Events Centre and other performance venues
S6	<b>Disaster management</b> – providing regional disaster management co-ordination including prevention, preparation, response and recovery
S7	<b>Libraries</b> – providing access to information and learning opportunities through static and mobile libraries and loanable items
S8	<b>Lifeguards</b> – providing regular patrols of beaches to ensure the safety and enjoyment of residents and visitors
S9	<b>Public lighting</b> – providing and managing public lighting
S10	<b>Roads, cycleways and pathways</b> – 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
S11	<b>Road network management</b> – providing road transport infrastructure planning, design and delivery, road safety and traffic management, public education programs, streetscapes planning and place making
S12	<b>Sporting facilities</b> – providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds and multi-sports fields
S13	<b>Stormwater drainage</b> – managing and maintaining functional stormwater drainage

### Relevant strategies and plans

*Sunshine Coast Open Space Strategy 2011*  
*Sunshine Coast Sustainable Transport Strategy 2011-2031*  
*Community Events and Celebrations Strategy*  
*Sunshine Coast Youth Strategy 2010-2015*  
*Sunshine Coast Social Infrastructure Strategy 2011*  
*Sunshine Coast Council Positive Ageing Strategy 2011-2016*  
*Sunshine Coast Access and Inclusion Plan 2011-2016*  
*Sunshine Coast Cemetery Plan 2012-2027*  
*Sunshine Coast Council Reconciliation Action Plan 2010-2020*  
*Sunshine Coast Affordable Living Strategy 2010-2020*  
*Sunshine Coast Active Transport Plan 2011-2031*  
*Sunshine Coast Planning Scheme 2014*

## Goal: A strong community

### 2.1 Safe and healthy communities

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
2.1.3.2	Implement prioritised projects from community facility master plans	Community Services	Community Facilities and Planning
2.1.4.2	Develop and implement an animal management plan	Community Services	Community Response
2.1.1	Manage the Local Disaster Management Committee and provide disaster management services, information and advice	Infrastructure Services	Infrastructure Services Directorate
2.1.4.1	Implement Council's <i>Regional Flying Fox Management Plan</i>	Infrastructure Services	Environmental Operations
2.1.5	Manage the contractual arrangements for public lighting	Infrastructure Services	Transport Infrastructure Management
2.1.3.3	Investigate sites and identify options to accommodate difficult-to-locate sport and recreational activities	Regional Strategy and Planning	Environment and Sustainability Policy
2.1.3.1	Manage the acquisition and development of sport and recreation facilities	Community Services	Community Facilities and Planning
2.1.6.1	Profile identified business and industry workforce accommodation needs in the region (based on income, location and demographic considerations) to plan for improved access to appropriate housing options	Regional Strategy and Planning	Environment and Sustainability Policy
2.1.6.2	Investigate opportunities to encourage the provision of more diverse and resource-efficient housing options around existing centres and transport corridors	Regional Strategy and Planning	Environment and Sustainability Policy
2.1.6.3	Continue to coordinate the work of the Housing Affordability Taskforce and its advice to Council on key housing issues	Regional Strategy and Planning	Strategic Planning
2.1.2	Develop contemporary flood studies and models to support appropriate land use decisions and disaster preparation and response	Regional Strategy and Planning	Transport and Infrastructure Policy

## Goal: A strong community

### 2.2 Resilient and engaged communities

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
2.2.1	Develop and commence implementation of a new regional social strategy	Community Services	Community Facilities and Planning
2.2.2	Finalise and implement the <i>Sunshine Coast Performance and Community Venues Plan 2014-2029</i>	Community Services	Community Facilities and Planning
2.2.3	Finalise and implement the <i>Sunshine Coast Libraries Plan 2014-2024</i>	Community Services	Community Relations
2.2.4	Review the community partnership grants program	Community Services	Community Relations

### 2.3 Culture, heritage and diversity are valued and embraced

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
2.3.1	Develop and implement a heritage strategy	Community Services	Community Facilities and Planning
2.3.3	Deliver a revised festive season program and key community participation events including New Year's Eve at Mooloolaba, citizenship ceremonies and Australia Day civic events	Community Services	Community Relations
2.3.2	Conduct further due diligence assessment for the Nambour heritage tramway	Regional Strategy and Planning	Transport and Infrastructure Policy

### 2.4 People and places are connected

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
2.4.1	Continue to improve community connectivity through use of new digital technologies and online services	Community Services	Community Relations
2.4.6	Maintain the region's unsealed roads network and identify proposed upgrades	Infrastructure Services	Civil Works and Fleet
2.4.2.1	Facilitate the delivery of efficient transport systems and connections	Infrastructure Services	Transport Infrastructure Management

## Goal: A strong community

2.4.2.2	Continue delivery of the pedestrian network and coastal pathways	Infrastructure Services	Transport Infrastructure Management
2.4.5.1	Progress and deliver widening of Evans Street, Maroochydore	Infrastructure Services	Transport Infrastructure Management
2.4.5.2	Progress and deliver next stages of Brisbane Road upgrade, Mooloolaba	Infrastructure Services	Transport Infrastructure Management
2.4.4.2	Finalise and implement local car parking plans	Regional Strategy and Planning	Transport and Infrastructure Policy
2.4.5.3	Progress and deliver Caloundra transport network improvement planning	Regional Strategy and Planning	Transport and Infrastructure Policy
2.4.3	Progress and finalise the Sunshine Coast Light Rail Feasibility Study and undertake community engagement on project elements and potential route options	Regional Strategy and Planning	Major Urban Projects
2.4.4.1	Develop and implement a Sunshine Coast Parking Management Plan including the identification and development of key strategic sites for car parking	Regional Strategy and Planning	Transport and Infrastructure Policy

### A strong community – 2014-2015 significant operating projects

P2	<b>Premier regional sport and recreation precinct</b> - further develop corporate, event and sporting opportunities at the eastern precinct, western precinct Lake Kawana, Kawana aquatic centre and stadium located in Kawana.	Community Services	Community Facilities and Planning
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## Goal: An enviable lifestyle and environment

To achieve our goal - An enviable lifestyle and environment - we serve our community by providing these great services

S14	<b>Beaches, foreshores, coastal infrastructure and canals</b> – providing dredging and sand replenishment, maintenance of dune fencing, revetment walls, jetties, boat ramps, pontoons, groynes and beach access, canal locks, weirs and pumps
S15	<b>Bushland conservation and habitat</b> – partnerships and education programs to protect and enhance biodiversity assets, pest animal and plant mitigation, natural area reserve network protection, enhancement and management, fire management programs
S16	<b>Recreation parks, trails and facilities</b> – providing design, maintenance and management of Council's public open space for active and passive recreation
S17	<b>Rivers, streams, estuaries and water bodies</b> – providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation
S18	<b>Sustainable growth and network planning</b> – providing land use planning, social policy, infrastructure planning and charges, flood mapping, transportation planning and environmental initiatives

### Relevant strategies and plans

*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*

*Sunshine Coast Council Carbon Neutral Plan 2010-2020*

*Sunshine Coast Local Government Area Pest Management Plan 2012-2016*

*Sunshine Coast Planning Scheme 2014*

### 3.1 Healthy and natural ecosystems and protected remnant vegetation

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
3.1.1.5	Maintain and manage Council's existing environmental reserves	Infrastructure Services	Environmental Operations
3.1.1.1	Manage and deliver the environmental land acquisition program	Regional Strategy and Planning	Environment and Sustainability Policy
3.1.1.3	Identify appropriate management tools for the ongoing protection of the region's rich biodiversity	Infrastructure Services	Environmental Operations
3.1.1.2	Identify biodiversity target areas for future Council investment	Regional Strategy and Planning	Environment and Sustainability Policy

## Goal: An enviable lifestyle and environment

3.1.1.4	Finalise the review of the Biodiversity Report (Stage 2) to inform biodiversity conservation and management actions	Regional Strategy and Planning	Environment and Sustainability Policy
<b>3.2 Well-managed and maintained open space, waterways and foreshore assets</b>			
Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
3.2.1.1	Implement the <i>Shoreline Erosion Management Plan</i>	Infrastructure Services	Environmental Operations
3.2.1.2	Implement the <i>Maroochydore Beach Protection Plan</i>	Infrastructure Services	Environmental Operations
3.2.1.3	Implement the <i>Bribie Island – Golden Beach Protection Plan</i>	Infrastructure Services	Environmental Operations
3.2.2	Finalise the Constructed Water Bodies asset management plan	Infrastructure Services	Environmental Operations
3.2.4	Manage the region's high quality urban and rural open space network	Infrastructure Services	Parks and Gardens
3.2.5	Develop a Tree and Native Vegetation Policy to enhance the region's urban forest and implement a street tree planting program	Infrastructure Services	Parks and Gardens
3.2.3	Partner with government, peak organisations and the community to prepare and implement integrated catchment management plans for the Pumicestone Passage and the Maroochy River	Regional Strategy and Planning	Environment and Sustainability Policy
<b>3.3 A reputation for innovative environmental practices</b>			
Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
3.3.3	Strengthen Council's approach to working with the Queensland Government, industry, community groups and land owners to manage pest plants and animals in the region	Community Services	Community Response
3.3.2	Continue to engage, support and grow community partnerships in managing and enhancing the region's natural assets on public and private lands	Infrastructure Services	Environmental Operations

## Goal: An enviable lifestyle and environment

3.3.4	Finalise a design concept for the Mary Cairncross Scenic Reserve Visitor Education Centre where innovative building design promotes sustainability and uses technology to engage the community in environmental research and education	Infrastructure Services	Environmental Operations
3.3.1	Review and implement a range of sustainability programs and incentives to complement Council's vision for the region (for example <i>Living Smart</i> )	Regional Strategy and Planning	Environment and Sustainability Policy
<b>3.4 A region shaped by clever planning and design</b>			
Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
3.4.1.2	Progress the design, place development and management project for Maleny community precinct	Community Services	Community Facilities and Planning
3.4.1.4	Progress the design, place development and management project for Mooloolaba (enquiry by design)	Infrastructure Services	Project Delivery
3.4.1.3	Progress the design, place development and management project for Maroochydore (outside the PDA)	Regional Strategy and Planning	Strategic Planning
3.4.3	Deliver place management projects and initiatives in line with Council's endorsed schedule	Infrastructure Services	Transport Infrastructure Management
3.4.1.1	Progress the design, place development and management project for Caloundra 4551	Regional Strategy and Planning	Strategic Planning
3.4.1.5	Progress the design, place development and management project for Nambour heritage precinct	Regional Strategy and Planning	Strategic Planning
3.4.2	Provide input to, and endeavour to influence, the review of the <i>South East Queensland Regional Plan</i> including advocating for the retention and preservation of the inter-urban break at the adjoining ends of Moreton Bay and Sunshine Coast local government areas	Regional Strategy and Planning	Strategic Planning

## Goal: An enviable lifestyle and environment

An enviable lifestyle and environment – 2014-2015 significant operating projects			
P3	<b>Dicky Beach memorial</b> – operational work associated with removal and heritage plan for SS Dicky	Infrastructure Services	Environmental Operations
P4	<b>Minyama de-silting</b> – lump sum efficiency initiative to achieve operational cost savings over two years	Infrastructure Services	Environmental Operations
P5	<b>Beerwah and Forest Glen West</b> – planning studies	Regional Strategy and Planning	Strategic Planning



## Goal: Service excellence

To achieve our goal - Service excellence - we serve our community by providing these great services

S19	<b>Building and facility maintenance</b> – management and maintenance of corporate buildings and community facilities, co-ordination of security services, workspace accommodation and depots, graffiti management
S20	<b>Cemeteries</b> – providing and maintaining cemeteries for burial and ashes interment
S21	<b>Customer and community relations</b> – providing customer contact channels, media and public relations, civic and community events to keep the public informed, engaged and celebrating community life
S22	<b>Development services</b> – planning, engineering, plumbing and landscaping approvals, provision of specialist advice to the community on planning requirements, audit of private development works, investigation of complaints from the public around land use or development, management of appeals
S23	<b>Local amenity and local laws</b> – maintaining and regulating local amenity through local laws, regulated parking, community land permits and management of animals, overgrown land and abandoned vehicles
S24	<b>Property management</b> – long-term strategic land acquisition, secures land for economic or industrial uses, property management for land assets
S25	<b>Public health</b> – protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations
S26	<b>Quarries</b> – providing quarry products for construction, architectural and landscaping purposes
S27	<b>Waste and resource management</b> – collection and disposal of solid and liquid wastes, operation of waste transfer facilities and landfills, recycling and materials recovery, community education programs

### Relevant strategies and plans

*Customer Charter*

*Community Engagement Policy*

*Sunshine Coast Council Asset Management Plan 2012*

*Compliance and Enforcement Policy*

### 4.1 Customer focussed services

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
		Community Services	Community Facilities and Planning
4.1.5	Develop a Regional Cemeteries Plan including the identification and analysis of site options to meet projected community need	Community Services	Community Facilities and Planning

## Goal: Service excellence

4.1.3	Administer Council's local laws in a manner that supports Council's economic, community and environmental goals for the region and is consistent with statutory obligations	Community Services	Community Response
4.1.4.1	Conduct a review of the local law that governs regulated parking on private land	Community Services	Community Response
4.1.4.2	Conduct a review of the local law that governs footpath trading and dining	Community Services	Community Response
4.1.1	Implement new online and mobile technology solutions to support better customer access to Council information and services	Corporate Services	Information Communication Technology Services
4.1.2	Continue to deliver Council's development assessment services in a manner that supports Council's economic, community and environmental goals for the region and is consistent with statutory obligations	Regional Strategy and Planning	Development Services

### 4.2 Services and assets are efficient, appropriately maintained and managed to meet the needs of a growing community

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
4.2.3.2	Undertake a review of performance and community venues and report outcomes to Council	Community Services	Community Facilities and Planning
4.2.3.3	Undertake a review of customer contact and after hours service and report outcomes to Council	Community Services	Community Relations
4.2.3.7	Undertake a review of pest and vector control and report outcomes to Council	Community Services	Community Response
4.2.6	Undertake the Animal Pound Redevelopment Project (for the impounding of both large and small animals)	Community Services	Community Response
4.2.3.1	Undertake a review of quarries and report outcomes to Council	Corporate Services	Procurement and Contracts
4.2.3.6	Undertake a review of land holdings (state and local government) and facilities and report outcomes to Council	Corporate Services	Property Management
4.2.4	Finalise the contractual arrangements for, and commence construction of, the Valdora Solar Farm	Corporate Strategy and Delivery	Commercial Projects

## Goal: Service excellence

4.2.5	Conduct community and customer surveys to better inform the design and delivery of Council services	Corporate Strategy and Delivery	Strategy and Coordination
4.2.3.8	Undertake a review of the Caloundra Music Festival (including associated infrastructure) and report outcomes to Council	Corporate Strategy and Delivery	Economic Development
4.2.3.4	Undertake a review of fleet utilisation and report outcomes to Council	Infrastructure Services	Civil Works and Fleet
4.2.3.5	Undertake a review of depot requirements and report outcomes to Council	Infrastructure Services	Civil Works and Fleet
4.2.7	Develop revised performance indicators and reporting systems in relation to standards of service and future funding requirements for Council roads, bridges, footpaths, parks, environmental assets and facilities	Infrastructure Services	Project Delivery
4.2.1	Develop and deliver the Capital Works Program for 2014-2015 and subsequent years, including determining the timing, sequencing and identification of funding opportunities for community facility commitments	Infrastructure Services	Project Delivery
4.2.2	Manage infrastructure planning and charges to optimise funding for future community assets	Regional Strategy and Planning	Transport and Infrastructure Policy

### 4.3 Sustainable waste and resource management services

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
4.3.1	Develop a new Waste Strategy	Infrastructure Services	Waste and Resource Management
4.3.2	Manage Council's existing waste contracts	Infrastructure Services	Waste and Resource Management

## Goal: Service excellence

Service excellence – 2014-2015 significant operating projects			
P6	<b>The Events Centre</b> – increase in maintenance budget and purchase of equipment	Corporate Services	Property Management
P7	<b>Building maintenance</b> – commence a program the address the outstanding maintenance as identified in Condition Assessment Data	Corporate Services	Property Management
P8	<b>Building management plans</b> – develop plans to inform future maintenance and capital requirements for aquatic centres and primary community and performance venues	Corporate Services	Property Management

## Goal: A public sector leader

To achieve our goal - A public sector leader - we serve our community by providing these great services

S28	<b>Elected council</b> – providing community leadership, democratic representation, advocacy and decision-making
S29	<b>Financial and procurement services</b> – 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
S30	<b>Fleet management</b> – providing procurement, maintenance and support to Council's light fleet, heavy fleet, trucks and equipment and co-ordination of externally hired plant and equipment
S31	<b>Governance</b> – providing internal leadership, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported
S32	<b>Human resource management</b> – cross organisational guidance and support to staff at all levels
S33	<b>Information and communication technology</b> – providing agile and transformative information and technology enabling Council to be a leader in delivering innovative and sustainable services to its community

### Relevant strategies and plans

*Sunshine Coast Council Financial Sustainability Plan 2010-2020*

*Governance Framework*

*Corporate Planning and Reporting Framework*

*Contracts Governance and Probity Framework*

*Information and Technology Strategy and Roadmap 2010-2016*

*Human Resource Management Policies*

### 5.1 Robust and transparent decision-making

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
5.1.1	Develop a position on, and response to, any proposals in relation to further external boundary reviews that may impact on the Sunshine Coast local government area	Corporate Strategy and Delivery	Corporate Strategy and Delivery Directorate

## Goal: A public sector leader

5.1.5	Undertake an analysis of enrolment numbers for each division and provide advice to the Queensland government in the lead up to the 2016 local government elections	Corporate Services	Corporate Governance
5.1.3	Establish and implement a new electronic document management system	Corporate Services	Information Communication Technology Services
5.1.4	Redesign and implement an integrated corporate performance framework for Council	Corporate Strategy and Delivery	Strategy and Coordination
5.1.2	Develop and implement a revised divisional funding allocation policy	Infrastructure Services	Project Delivery
<b>5.2 A financially sustainable organisation</b>			
<b>Corp Plan ref</b>	<b>Operational Activities 2014-2015</b>	<b>Department and Branch</b>	
5.2.4.3	Undertake a review of the performance of the heritage levy and report the outcome to Council as part of the annual budget deliberations	Community Services	Community Facilities and Planning
5.2.1	Develop and implement long-term financial plans to guide the optimal utilisation of resources	Corporate Services	Finance
5.2.2	Ensure Council's finances are well managed and systems are in place to analyse performance, generate revenue and reduce costs	Corporate Services	Finance
5.2.3	Diversify and strengthen Council's revenue base by identifying options to generate income from new sources	Corporate Services	Finance
5.2.2	Ensure systems are in place to manage contracts and contract performance	Corporate Services	Procurement and Contracts
5.2.4.1	Undertake a review of the performance of the tourism levy and report the outcome to Council as part of the annual budget deliberations	Corporate Strategy and Delivery	Economic Development
5.2.1	Develop and implement asset management plans to guide the optimal utilisation of resources	Infrastructure Services	Project Delivery

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5.2.4.2	Undertake a review of the performance of the environment levy and report the outcome to Council as part of the annual budget deliberations	Regional Strategy and Planning	Environment and Sustainability Policy
5.2.4.4	Undertake a review of the performance of the transport levy and report the outcome to Council as part of the annual budget deliberations	Regional Strategy and Planning	Transport and Infrastructure Policy

### 5.3 An employer of choice

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
5.3.1	Implement the modern industrial award and negotiate a new enterprise agreement	Corporate Services	Human Resources
5.3.2	Develop and implement a contemporary human resource management and development plan to attract, retain and develop the workforce	Corporate Services	Human Resources
5.3.3	Maximise the safety and wellbeing of employees, contractors and volunteers	Corporate Services	Human Resources
5.3.5	Deliver the information and technology capital program to improve employee access to information to facilitate better service responses to customers	Corporate Services	Information Communication Technology Services
5.3.4	Continue to embed principles of sustainability and innovation into processes, systems and organisational culture	Regional Strategy and Planning	Environment and Sustainability Policy

### 5.4 Productive, professional partnerships

Corp Plan ref	Operational Activities 2014-2015	Department and Branch	
5.4.3	Continue managing Council's incoming and outgoing sponsorships arrangements	Community Services	Community Relations
5.4.1	Implement the new corporate brand for Council	Corporate Strategy and Delivery	Communication
5.4.2	Enhance the region's and Council's reputation nationally and globally through strong partnerships and alliances	Corporate Strategy and Delivery	Strategy and Coordination
5.4.4	Build and maintain productive working relationships with governments, industry and community bodies	Office of Mayor and Chief Executive Officer	

## Goal: A public sector leader

### A public sector leader – 2014-2015 significant operating projects

P9	<b>Information and communication technology upgrades</b> – SAN storage replacement, aerial photography, intranet, infra-exchange and email archiving system, office productivity enablement, network core and floor switches	Corporate Services	Information Communication Technology Services
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