



Sunshine Coast
COUNCIL

Our region.
Healthy. Smart. Creative.

Sunshine Coast Council Operational Plan 2021/22

June 2021



Acknowledgement of Traditional Custodians

Sunshine Coast Council acknowledges the Kabi Kabi peoples and the Jinibara peoples and recognises that the Sunshine Coast local government area has always been a place of cultural, spiritual, social and economic significance to its Traditional Custodians.

Council is committed to working in partnership with Traditional Custodians and the First Nations community to support self-determination through economic and community development.



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Acknowledgements

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Disclaimer

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Image credits

Ben vos productions for Horizon Festival 2018 and 2019 (pages 2+8)

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Sunshine Coast Council Corporate Plan 2021-2025

OUR VISION

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

OUR PURPOSE

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

OUR VALUES

Respect for each other

Being our best

Working as one team

High standards

Service excellence

OUR GOALS

OUR STRONG COMMUNITY

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

Strategic pathways

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

OUR SERVICE EXCELLENCE

Our services are consistent and accessible and provide positive experiences for our customers and value to our community.

OUR OUTSTANDING ORGANISATION

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





OUR ENVIRONMENT AND LIVEABILITY

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

Strategic pathways

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

Delivery pathways

- Engage with our community to inform asset management and service delivery
- Know and understand our customers
- Design accessible, flexible and innovative services that meet community needs
- Deliver consistent service levels that provide positive experiences for our community
- Assess service performance and sustainability to inform evidence-based business planning.

Delivery pathways

- Maintain a financially sustainable organisation that balances the needs of our growing region
- Provide quality information, systems and processes to deliver fit for purpose solutions
- Embrace a safe and collaborative workplace culture that attracts and retains high performing and engaged people
- Demonstrate accountable leadership, future planning, and good governance that provides confidence to our community
- Partner with community, business and government to represent and advocate the needs of our region.

OUR RESILIENT ECONOMY

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

Strategic pathways

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

Message from the CEO



Emma Thomas
Chief Executive Officer

Sunshine Coast Council's vision is Australia's most sustainable region – Healthy. Smart. Creative. This vision sets a clear direction and aspiration for the future and we are committed to working collaboratively across our organisation and with our community to achieve it.

The Operational Plan 2021/22 advances the strategic goals and pathways from the Sunshine Coast Council Corporate Plan 2021-2025 which was adopted in February 2021. The operational plan establishes our priority activities for our organisation and sets accountability to deliver on these over the next 12 months. This line of sight to our corporate plan enables us to continue to monitor progress towards achieving Council's vision through a balanced portfolio of work that continues to support our community's needs, respect our past and position our region for the future.

Our response to COVID-19 will continue to be a point of focus over the next 12 months. This includes keeping our community and employees safe as well as putting initiatives in place that assist the Sunshine Coast to recover from the impacts of the pandemic.

I am proud of how our community and organisation have responded to COVID-19 and we will continue to work together as we embrace new opportunities which have emerged as a result of this public health challenge. Another key priority will be to continue to manage the increasing number of people who will choose to call the Sunshine Coast home over the coming years and to focus our planning on maintaining and enhancing the natural environment and lifestyle that attracts them here.

The Operational Plan 2021/22 identifies 70 activities and 31 service outputs that will be the basis of regular progress reporting to the public. Council will publish quarterly reports on our website to update our community on operational plan activities, key service statistics and outstanding service achievements.

It is an exciting time for the Sunshine Coast and I look forward to working together to deliver on the commitments of our Council and to serve our community.

Emma Thomas
Chief Executive Officer



Introduction

What is the purpose of the operational plan?

The Sunshine Coast Council Corporate Plan 2021-2025 is Council's strategic blueprint for the future. It considers the strategic direction of Council and defines how the organisation services and supports the community. Everything Council delivers aligns to the corporate plan. Section 104(5) of the *Local Government Act 2009* and Section 175 of the *Local Government Regulation 2012* set out the requirements and content for an operational plan. The regulation provides that the operational plan must:

- (a) be consistent with the annual budget
- (b) state how a Council will:
 - (i) progress the implementation of the five-year corporate plan and
 - (ii) state how a Council will manage operational risks
- (c) include an annual performance plan for each commercial business unit of the local government.*

The Operational Plan 2021/22 has been prepared consistent with these requirements. The Operational Plan 2021/22 and the annual Budget 2021/22 are complementary documents that are developed in parallel to provide consistency between commitments in Council's work program and the resourcing allocations determined as part of the annual budget.

* Council has no commercial business units at the time of developing the Operational Plan 2021/22.

How are operational activities determined and aligned across Council?

The operational activities are drawn from implementation plans associated with: Council decisions; Council endorsed strategies; legislative requirements; essential service reform, emerging issues and risks. Each operational activity aligns with one of the strategic goals as defined in the Corporate Plan 2021-2025. Linked to the corporate plan goals, and outlined within this plan, there are also two pathway types which are used to underpin the goals and help connect planning for the future, current service delivery and organisational performance activities.

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

This structure provides a holistic and integrated approach to progress Council's vision, strategies and plans.

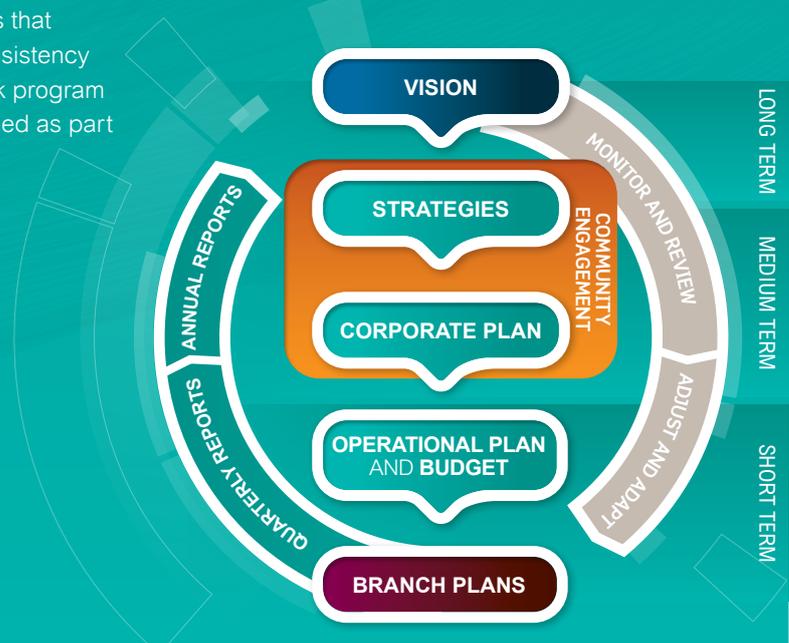


Figure 1: Corporate Planning and Reporting Framework

How are operational activities allocated and progressed?

The Operational Plan 2021/22 assigns lead responsibility for each operational activity to a Group within the Organisational Structure (see Figure 2). Each area of Council is responsible for delivering their allocated operational activities and reporting on implementation progress through quarterly and annual reporting processes. The successful implementation and resulting contribution to achieving the outcomes described in the Corporate Plan 2021-2025 relies on a collaborative, one-team approach by our elected representatives, employees, contractors, partners and volunteers.

This joint approach, for which the Sunshine Coast is renowned, enables consistent, focused, timely and value for money services being delivered to our community. Operational activities are also incorporated into Group and branch business plans, as well as individual performance plans. Each Group is responsible for managing the scheduling, delivery, performance and reporting for those activities, projects and services for which they have lead responsibility in line with the commitments and expectations of Council, as well as identifying, managing and monitoring operational risks.



Figure 2: Organisational Structure





Our Strong Community

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

STRATEGIES

Sunshine Coast Community Strategy 2019-2041

Sunshine Coast Integrated Transport Strategy

STRATEGIC PATHWAYS

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

OPERATIONAL ACTIVITY

LEAD GROUP

| | | |
|-------|---|---|
| 1.1.1 | Deliver the Healthy Sunshine Coast program to increase physical activity levels in the community through low cost or free activities and workshops. | Economic Community Development |
| 1.1.2 | Promote Ride and Walk to School events to increase awareness and participation in walking and cycling to school to encourage physical activity, reduce traffic congestion and improve road safety within school precincts. | Built Infrastructure |
| 1.2.1 | Coordinate the delivery of Council's Transport Levy policy and projects including encouraging sustainable travel choices through travel behaviour change programs and connecting our local communities by supporting transport services such as Council Link, Flexi Link and Kenilworth Transport Service. | Built Infrastructure |
| 1.2.2 | Undertake trials of new parking technologies that help monitor parking usage and duration to inform options for future parking management solutions. | Built Infrastructure |
| 1.2.3 | Trial the use of regulated parking technology to provide a safer working environment while supporting safe parking and vehicle turnover in our local communities. | Customer Engagement and Planning Services |
| 1.2.4 | Implement prioritised actions from the Sunshine Coast Sport and Active Recreation Plan 2011-2026 including: issuing civil works package at Honey Farm Sport and Recreation Precinct; completion of the equestrian arena upgrade at Nambour Showgrounds; and delivery of Works for Queensland (COVID -19 stimulus projects) for a range of sports facilities, including major upgrades to Palmwoods AFL/Cricket grounds and Yandina Cricket grounds. | Economic Community Development |



Our Strong Community

| OPERATIONAL ACTIVITY | LEAD GROUP |
|---|--------------------------------|
| <p>1.2.5 Implement prioritised actions from the Sunshine Coast Aquatic Plan 2011- 2026 including: commissioning of the Nambour Splash Park and Water Slides; completing the Kawana Aquatic Centre Master Plan review and stage 1 detailed design; and finalisation of development plans for Cotton Tree and Caloundra Aquatic Centres in readiness for tenure renewals at 30 June 2022.</p> | Economic Community Development |
| <p>1.2.6 Implement prioritised projects and programs from the Sunshine Coast Library Plan 2014-2024 and the Library Network Plan 2019-2041 including delivery of programs that support life-long learning and planning for the delivery of new and refurbished libraries at Caloundra, Nambour and Sippy Downs.</p> | Economic Community Development |
| <p>1.3.1 Implement key actions from the Sunshine Coast Innovate Reconciliation Action Plan 2021-2022 and develop a new Stretch Reconciliation Action Plan that supports social and economic opportunities for the Aboriginal and Torres Strait Islander community of the Sunshine Coast.</p> | Economic Community Development |
| <p>1.3.2 Manage the Youth Council program to foster youth civic leadership and active contribution addressing community issues and opportunities for young people.</p> | Economic Community Development |
| <p>1.3.3 Convene the Multicultural Advisory Group to provide expert advice, leadership and an ongoing framework for communication and consultation to support the delivery of initiatives and outcomes that foster inclusion and diversity within the community.</p> | Economic Community Development |
| <p>1.3.4 Implement Council's Community Engagement Policy and Framework including enhancing the capabilities across Council's workforce in engaging with our diverse communities.</p> | Economic Community Development |
| <p>1.4.1 Implement key actions from the Sunshine Coast Community Strategy 2019-2041 Action Plan in collaboration with partners and key stakeholders to advance our shared goal of a strong community through to 2041.</p> | Economic Community Development |
| <p>1.4.2 Provide support to the community and other not for profit organisations in the delivery of resources, facilities and services that meet the needs of communities through the grants program.</p> | Economic Community Development |
| <p>1.4.3 Implement priority activities from the Integrated Transport Strategy including the delivery of the supporting Road Safety and Roads Plans and the update to the Active Transport Plan.</p> | Built Infrastructure |
| <p>1.4.4 Review the results of the community engagement process for the draft Sunshine Coast Mass Transit options analysis and finalise the options analysis for consideration by Council.</p> | Liveability and Natural Assets |
| <p>1.5.1 Implement priority activities from the Sunshine Coast Arts Plan 2018-2038 including delivery of the Regional Arts Development Fund, supporting the implementation of the Regional Arts Infrastructure Framework and delivery of the Sunshine Coast Regional Gallery Program (including the Sunshine Coast Art Prize).</p> | Economic Community Development |

OPERATIONAL ACTIVITY

LEAD GROUP

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| 1.5.2 | Deliver the Sunshine Coast's premier multi-arts Horizon Festival for 2021 to celebrate place, encourage community participation and provide opportunities to present and build capacity for our local arts sector. | Economic Community Development |
| 1.5.3 | Develop the annual Heritage Levy program to support the implementation of priority activities and projects identified in the Sunshine Coast Heritage Plan 2021-2031 including; planning for the Sunshine Coast Regional Collection Store, development and delivery of an annual program of events and activities to activate Bankfoot House, building the capacity of the region's network of heritage community organisations, and support to First Nations priority projects. | Economic Community Development |

SERVICE OUTPUTS

Council delivers the following services under this goal

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





Our Environment and Liveability

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

STRATEGIES

Sunshine Coast Environment and Liveability Strategy 2017

Sunshine Coast Waste Strategy 2015-2025

STRATEGIC PATHWAYS

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

OPERATIONAL ACTIVITY

LEAD GROUP

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| 2.1.1 Progress priority activities from the Environment and Liveability Strategy 2017 five-year implementation plan including: developing a climate risk mitigation framework, building community capacity to positively respond to climate change. | Liveability and Natural Assets |
| 2.1.2 Prepare a strategic directions position paper for the new planning scheme and undertake preliminary community consultation to inform the drafting of a scheme. | Customer Engagement and Planning Services |
| 2.1.3 Consult with parties to the Palmview Infrastructure Agreement on the potential need for change, to ensure that all parties are clear on obligations under the infrastructure agreement. | Liveability and Natural Assets |
| 2.1.4 Continue to work with the State Government to advance the structure planning for Beerwah East Major Development Area. | Liveability and Natural Assets |
| 2.1.5 Identify stormwater assets for updating of Council's asset register to better shape the appropriate levels of service for asset maintenance and rehabilitation. | Built Infrastructure |
| 2.1.6 Deliver place-making initiatives, including Eumundi Town Centre and Woombye streetscaping projects. | Liveability and Natural Assets |
| 2.1.7 Provide effective, timely and coordinated planning, preparedness, response and recovery for the region in response to disaster events. | Built Infrastructure |
| 2.1.8 Conduct a Strategic Fire Risk Review to improve the Council's strategic, tactical and operational response to fire management. | Liveability and Natural Assets |
| 2.1.9 Implement the Coastal Hazard Adaptation Strategy through: informing the development of the new planning scheme; undertaking dune protection, enhancement and management in identified areas; and seeking external funding opportunities to establish program partnerships and collaboration. | Liveability and Natural Assets |



OPERATIONAL ACTIVITY

LEAD GROUP

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| <p>2.1.10 Plan for the protection of the Regional Inter-urban Break in perpetuity to secure the environmental, production and recreation values through: advocating for its retention at current extent; identifying and acquiring strategic land; and implementing the Inter-Urban Break Outdoor Recreation Plan with partners.</p> | <p>Liveability and Natural Assets</p> |
| <p>2.2.1 Coordinate the delivery of Council's Environment Levy including: the strategic land acquisition program; environment levy partnerships and grants; and external education and compliance programs for erosion and sediment control.</p> | <p>Liveability and Natural Assets</p> |
| <p>2.2.2 Complete the upgrade and replacement of the ageing groyne field at Maroochy River to protect the natural assets.</p> | <p>Liveability and Natural Assets</p> |
| <p>2.3.1 Implement Blue Heart Sunshine Coast in partnership with Unitywater and the State Government including delivery of the Blue Carbon Pilot project; land acquisitions and land management activities.</p> | <p>Liveability and Natural Assets</p> |
| <p>2.3.2 Deliver key demonstration sites to improve the management and reduction of weeds including adoption of different weed management practices.</p> | <p>Liveability and Natural Assets</p> |
| <p>2.4.1 Implement the Street Tree Master Plan to protect, enhance and sustain the region's existing and future street tree network through better selection, placement and care of these environmental assets.</p> | <p>Built Infrastructure</p> |
| <p>2.4.2 Lead a Biosphere nomination to UNESCO for the Sunshine Coast to be designated as an international site of excellence.</p> | <p>Liveability and Natural Assets</p> |
| <p>2.5.1 Evaluate and assess the potential for increased kerbside food organics/ garden organics (FOGO) collections, integration into the next generation waste collections contract and the effect this will have on future landfill diversion rates.</p> | <p>Customer Engagement and Planning Services</p> |

SERVICE OUTPUTS

Council delivers the following services under this goal

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|-------------------|---|
| <p>Service 9</p> | <p>Stormwater drainage – managing and maintaining functional stormwater drainage.</p> |
| <p>Service 10</p> | <p>Beaches, foreshores, coastal infrastructure and canals – providing dredging and sand replenishment, maintenance of dune fencing, revetment walls, jetties, boat ramps, pontoons, groynes and beach access, canal locks, weirs and pumps.</p> |
| <p>Service 11</p> | <p>Bushland conservation and habitat – partnerships and education programs to protect and enhance biodiversity assets, pest animal and plant mitigation, natural area reserve network protection, enhancement and management, fire management programs.</p> |
| <p>Service 12</p> | <p>Recreation parks, trails and facilities – providing design, maintenance and management of Council's public open space for active and passive recreation.</p> |
| <p>Service 13</p> | <p>Rivers, streams, estuaries and water bodies – providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation.</p> |
| <p>Service 14</p> | <p>Sustainable growth and network planning – providing land use planning, social policy, infrastructure planning and charges, flood mapping, transportation planning and environmental initiatives.</p> |



Our Resilient Economy

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

STRATEGIES

- Regional Economic Development Strategy 2013-2033
- Sunshine Coast Major Events Strategy 2018-2027

STRATEGIC PATHWAYS

1. Strong economic leadership, collaboration and identity.
2. New capital investment in the region.
3. Investment and growth in high value industries, innovation and entrepreneurship.
4. Strong local to global connections.
5. A natural, major and regional event destination.
6. Encourage investment in talent and skills.

OPERATIONAL ACTIVITY

LEAD GROUP

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| 3.1.1 | Implement priority activities and projects from the Regional Economic Development Strategy Implementation Plan 2019-2023 to drive further progress towards the delivery of a resilient and strong economy for the Sunshine Coast region. | Economic Community Development |
| 3.1.2 | Enhance the sports industry through the Sport Industry Development Program that maximises the use of existing assets and enhancing the region's capabilities through event attraction, training camps, targeted promotion, industry development and research. | Economic Community Development |
| 3.1.3 | Provide financial support to Visit Sunshine Coast to underpin its activities to promote the Sunshine Coast as a tourism destination. | Economic Community Development |
| 3.2.1 | Develop the business case for a new Caloundra Regional Gallery as part of the implementation of the Caloundra Centre Master Plan 2017. | Office of the CEO |
| 3.2.2 | Progress preliminary feasibility and design for the Community and Creative Hub Precinct in alignment with the Caloundra Centre Activation Project and Caloundra Centre Master Plan 2017. | Office of the CEO |
| 3.2.3 | Work with Walker Maroochydore Developments Pty Ltd and SunCentral Maroochydore Pty Ltd to support the implementation of the Maroochydore City Centre Development Agreement to advance the delivery of a contemporary city centre for the Sunshine Coast. | Office of the CEO |
| 3.2.4 | Leverage the Sunshine Coast International Broadband Network, the cable landing station and the regional cyber node to drive new business entrants to the Sunshine Coast through targeted marketing campaigns, briefings to interstate and international key partners and potential clients, and inbound business delegations. | Economic Community Development |



OPERATIONAL ACTIVITY

LEAD GROUP

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| <p>3.3.1 Work with key stakeholders to identify investment opportunities, undertake marketing activities and support investment projects across the region's high value industries including updating of the Sunshine Coast investment prospectus.</p> | <p>Economic Community Development</p> |
| <p>3.3.2 Progress implementation of Mooloolaba Master Plan, including completion of the Northern Foreshore Parklands project and progressing the next stages of the Brisbane Road four lane road upgrade (Walan Street to Kyamba Court) including the new Mayes Canal Bridge.</p> | <p>Liveability and Natural Assets</p> |
| <p>3.4.1 Drive export activity from the Sunshine Coast and support local businesses to expand into national and international markets, by providing access to specialist services, contacts and training and partnering with State and Federal government trade agencies for in-market assistance.</p> | <p>Economic Community Development</p> |
| <p>3.5.1 Implement priority activities from the Major Events Strategy 2018-2027 including strengthening arts and cultural events to assist in diversifying audience reach, capitalising on the growing demand for off road and adventure style events to showcase the region's natural strengths and increasing the region's profile.</p> | <p>Economic Community Development</p> |
| <p>3.5.2 Develop and attract events and sporting opportunities at Council venues including Caloundra Indoor Stadium, Maroochydore Multi Sports Complex, Nambour Showgrounds, Sunshine Coast Stadium and Venue 114.</p> | <p>Economic Community Development</p> |
| <p>3.6.1 Work with Education Sunshine Coast and the broader education and training industry to implement 'Study Sunshine Coast' and better prepare and connect young people to education and employment opportunities in the region.</p> | <p>Economic Community Development</p> |
| <p>3.6.2 Finalise a new Master Plan for Caloundra Aerodrome to guide future development decisions and advance the strategic vision for the aerodrome.</p> | <p>Office of the CEO</p> |
| <p>3.6.3 Strengthen collective resilience of business communities and destination appeal of precincts through the development and delivery of the Caloundra Activation Plan, update and delivery of the Mooloolaba Activation Plan and delivery of the Retail Activation Plan.</p> | <p>Economic Community Development</p> |

SERVICE OUTPUTS

Council delivers the following services under this goal

- Service 15** Economic development – providing industry and business programs and initiatives to support the growth of the regional economy.
- Service 16** Holiday parks – providing and operating holiday parks including caravan, camping and cabin facilities.



Our Service Excellence

Our services are consistent and accessible and provide positive experiences for our customers and value to our community.

DELIVERY PATHWAYS

1. Engage with our community to inform asset management and service delivery.
2. Know and understand our customers.
3. Design accessible, flexible and innovative services that meet community needs.
4. Deliver consistent service levels that provide positive experiences for our community.
5. Assess service performance and sustainability to inform evidence-based business planning.

OPERATIONAL ACTIVITY

LEAD GROUP

| | | |
|-------|---|---|
| 4.1.1 | Develop a Service Excellence Strategy that considers customer expectations and community value to deliver efficient, effective and sustainable service levels now and into the future. | Customer Engagement and Planning Services |
| 4.1.2 | Finalise and implement an asset management framework that delivers consistent asset management practices, processes and systems throughout the organisation. | Built Infrastructure |
| 4.3.1 | Collaborate with external stakeholders to address and prevent illegal dumping activities across the region, to reduce pollution to our environment and risk to community safety and amenity. | Customer Engagement and Planning Services |
| 4.3.2 | Consult with key stakeholders to progress a new Smart City Framework and Smart City Implementation Plan, which will identify processes and projects to realise smart city opportunities and further develop Council's data driven decision making capability. | Business Performance |
| 4.3.3 | Deliver an on/off maintenance asset acceptance solution that: streamlines the process of managing defects during construction by developers; captures information and workflows from the applicant and Council; enables better record keeping and improves asset handover and accountability. | Customer Engagement and Planning Services |
| 4.3.4 | Develop and update Council's asset management plans to encompass the whole of life sustainability of built and natural environments while guiding appropriate levels of service and delivery of Council services to the community. | Built Infrastructure |
| 4.3.5 | Finalise recommendations on a contract to design and construct a new hi-tech material recovery facility at Nambour waste precinct to replace the current facility and improve the quality of processed recyclable materials. | Customer Engagement and Planning Services |
| 4.4.1 | Continue the customer experience program and utilise engagement feedback to design solutions that improve outcomes and meet a range of preference and accessibility requirements. | Customer Engagement and Planning Services |



OPERATIONAL ACTIVITY

LEAD GROUP

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| 4.4.2 Finalise recommendations on the next generation waste collection contract to ensure continuous provision of essential waste services to the community. | Customer Engagement and Planning Services |
| 4.5.1 Deliver the capital works program based on robust scopes, cost and risk assessment with well sequenced delivery schedules aligned to corporate priorities and long term financial plans. | Liveability and Natural Assets |

SERVICE OUTPUTS

Council delivers the following services under this goal

- | | |
|------------|--|
| Service 17 | Cemeteries – providing and maintaining cemeteries for burial and ashes interment. |
| Service 18 | Customer and community relations – providing a range of customer channels for contact and information including updates to the website and interaction through calls, social media, chat functions, emails and call backs. |
| Service 19 | Development services – planning, engineering, plumbing and landscaping approvals, provision of specialist advice to the community on planning requirements, audit of private development works, investigation of complaints from the public around land use or development, management of appeals. |
| Service 20 | 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. |
| Service 21 | Property management – comprehensive management of Council’s land and building assets to ensure that Council’s property dealings are optimised, centrally managed, and support Councils objectives. |
| Service 22 | Public health – protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations. |
| Service 23 | Quarries – providing quarry products for construction, architectural and landscaping purposes. |
| Service 24 | Road network management – providing road transport infrastructure planning, design and delivery, road safety and traffic management, travel behaviour change initiatives, streetscapes planning and place making. |
| Service 25 | 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. |



Our Outstanding Organisation

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

DELIVERY PATHWAYS

1. Maintain a financially sustainable organisation that balances the needs of our growing region.
2. Provide quality information, systems and processes to deliver fit for purpose solutions.
3. Embrace a safe and collaborative workplace culture that attracts and retains high performing and engaged people.
4. Demonstrate accountable leadership, future planning, and good governance that provides.
5. Partner with community, business and government to represent and advocate the needs of our region confidence to our community.

OPERATIONAL ACTIVITY

LEAD GROUP

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| 5.2.1 | Develop a new Information and Communication Technology Plan 2021, with a strong focus on cyber-security, mobility, connectivity, accessibility and cloud computing. | Business Performance |
| 5.3.1 | Progress people and culture strategic initiatives including workforce planning, leadership development, performance management and capability development programs that support the delivery of the Council's vision. | Business Performance |
| 5.3.2 | Develop and implement the Wellbeing, Health and Safety Plan with a focus on managing critical risks and work that adds value to deliver a healthy, caring and safe workplace. | Business Performance |
| 5.3.3 | Provide workplaces that are fit for purpose and support our people to deliver services to the community across our administrative buildings and depots. | Business Performance |
| 5.3.4 | Finalise the development of the Sunshine Coast City Hall in the Maroochydore City Centre for occupation from 1 July 2022. | Business Performance |
| 5.3.5 | Progress preliminary feasibility and design for the Nambour Administration Precinct buildings. | Office of the CEO |
| 5.3.6 | Progress the detailed design for the Caloundra Administration Building repurposing project and the development of an operational management plan. | Office of the CEO |
| 5.4.1 | Review Council's Strategic Risk Management Framework to deliver a revised register and mitigation strategies that support the delivery of our Corporate Plan 2021-2025. | Office of the CEO |
| 5.5.1 | Advance our region's major projects outlined in the Corporate Plan 2021-2025 through establishment of a strategic approach to stakeholder relationships and advocacy. | Office of the CEO |

SERVICE OUTPUTS

Council delivers the following services under this goal

-
- Service 26** Digital Information Services – providing agile and transformative information and technology enabling Council to be a leader in delivering innovative and sustainable services to its community.
-
- Service 27** Elected Council – providing community leadership, democratic representation, advocacy and decision-making.
-
- Service 28** Financial and procurement services – financial and procurement management and governance, ensuring effective business management and legislative compliance, coordination and development of Council's budget process, administration of financial systems, sundry debtors, accounts payable, financial and asset accounting, treasury, procurement, contract and supply functions.
-
- Service 29** Fleet management – providing procurement, maintenance and support to Council's light fleet, heavy fleet, trucks and equipment and co-ordination of externally hired plant and equipment.
-
- Service 30** Governance – providing internal leadership, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported.
-
- Service 31** People and Culture – partner with the organisation to inspire an environment for great leadership and people capability to build on our outstanding organisation for today and the future.
-



Governance, Risk and Reporting

Corporate governance

Governance provides the structure through which Council’s vision and objectives are achieved within a context of competing and changing social, economic and environmental challenges.

Corporate governance refers to the system by which Council is directed and controlled within the local government environment. Figure 3 provides an overview of the Corporate Governance Framework processes and practices to enable informed decision making for councillors, management and employees of the Sunshine Coast Council.

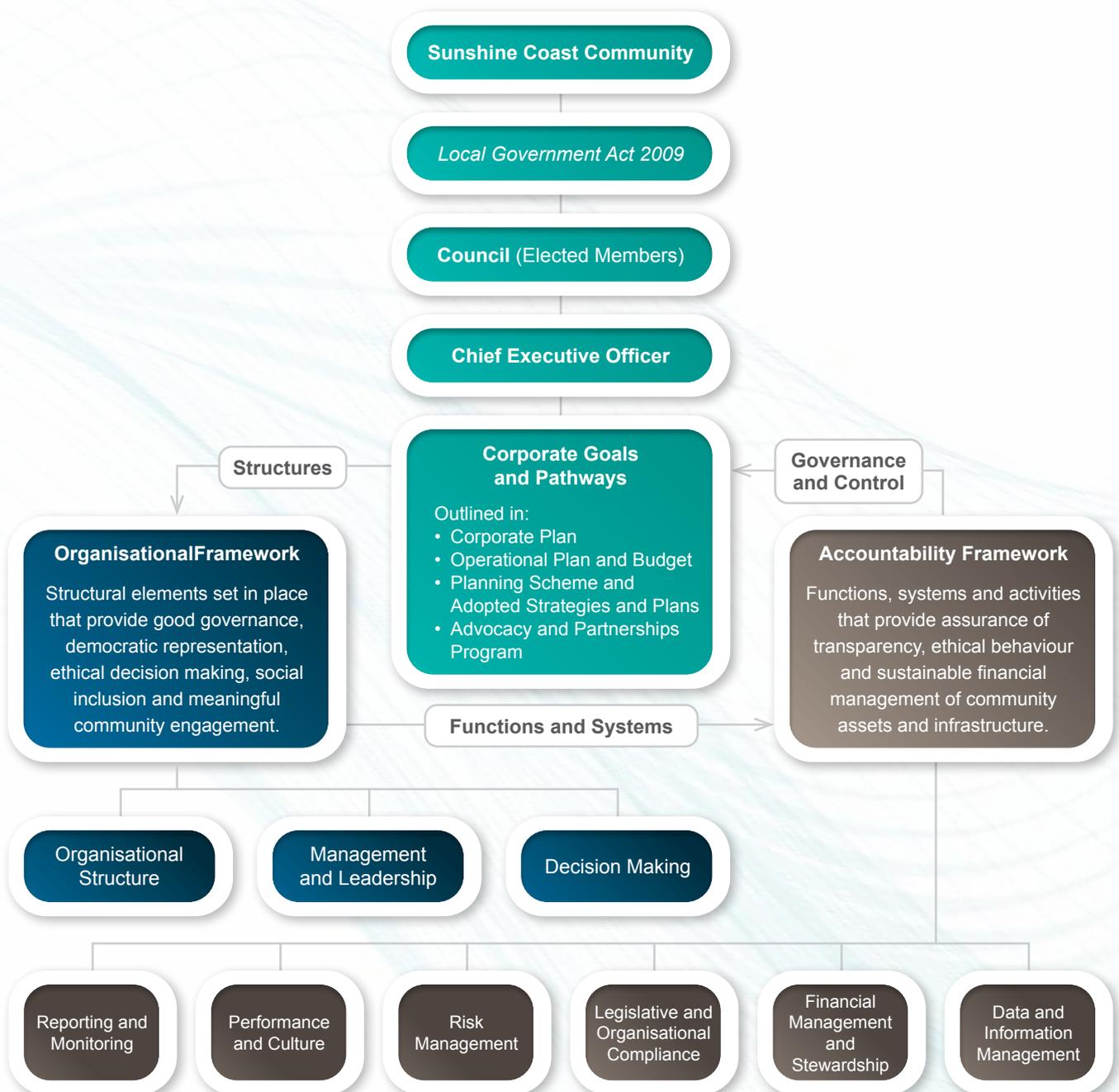


Figure 3: Corporate Governance Framework

Reporting on the progress of the operational plan

The Operational Plan 2021/22 provides the basis for reporting to the community on progress towards achieving corporate plan goals each quarter. Business areas provide progress information and highlights regarding:

- services
- operational activities, and
- significant projects.

This quarterly reporting is presented to Council and published on Council's website. Highlights and overall performance for the year are also reported in the Council's Annual Report.

Risk management

Risk management is the identification, assessment and prioritisation of risks. It also includes the steps taken to minimise such risks.

Council has a Risk Management Policy, Risk Management Guideline and Risk Management Framework to assist in identifying risks and opportunities in all aspects of Council operations. The policy and framework are based on AS/NZS/ISO 31000:2009 which is an international standard for risk management.

Council regularly reviews, monitors and reports on risks across Council, including strategic risks, operational risks and project risks. This enables Council to continue to adapt and deliver quality services to the community through its operational plan.



Figure 4: Risk Management

Connecting with Council

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

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

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

Follow Council on:



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

Contact us via MyCouncil online anywhere, anytime to ask a question, report a problem, lodge a request or provide your feedback. Chat with a Customer Service Officer using Council's online Live Chat from 9am–4pm Monday to Friday or email mail@sunshinecoat.qld.gov.au

Customer contact counters are open 8.30am–4.30pm Monday to Friday in Caloundra, Maroochydore and Nambour.

We encourage you to visit sunshinecoast.qld.gov.au



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Creative.**

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