

Sunshine Coast Council

**Chief Executive Officer's  
Quarterly Progress Report  
Quarter 1 2024-25**

*Progress against operational plan activities*



## **Traditional acknowledgement**

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share.

We recognise that these have always been places of cultural, spiritual, social and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

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

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

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi and the Jinibara peoples.

We wish to pay respect to their Elders – past, present and emerging, and acknowledge the important role First Nations people continue to play within the Sunshine Coast community.

Together, we are all stronger.

## Message from the CEO



Welcome to the first quarterly progress report for the financial year, providing a status update on the delivery of each activity within the Operational Plan 2024-25.

I am pleased to report that the year is off to a good start, with over 97 percent of our operational plan activities progressing as planned, with only 2 experiencing delays to their expected delivery timeframes. The first of these delays relates to the tenders for the design and delivery of Brisbane 2032 Olympic and Paralympic Games venues on the Sunshine Coast as the Queensland Government has entered caretaker period prior to the upcoming state election. The second relates to the evaluation of tender submissions for the Food Organics and Garden Facility, planned to be established in our Nambour Waste Precinct.

Our dedicated team here at Council deliver a breadth of programs, projects and services for our community, I would like to draw your attention to a few highlights that have advanced our strategic goals and vision this quarter.

- Council provided \$2,068,023 to the community through 324 community grants, supporting our local community groups to deliver outcomes across the region.
- Council advocated to the Australian and Queensland Government to protect our Regional Inter-urban Break as part of the South-East Queensland Regional Plan, this is a priority in Council's advocacy campaign for the 2024 Queensland Government election alongside the transport, housing and industry needs of our community.
- The Minister for Economic Development Queensland adopted the Development Scheme for the Sunshine Coast Airport Priority Development Area following a process of community consultation, to enhance the benefits for the region from this critical infrastructure.
- Council expended \$39 million on capital works projects, with a range of construction activity progressing that will deliver much needed infrastructure for our growing community.
- 1000 residents participated in a Community Satisfaction Survey 2024 with the results being used to inform our corporate and operational planning as well as future budget processes.

These are just some of the significant achievements during the quarter, I invite you to read on to find out more about the work Council is doing on behalf of our wonderful community.

I would like to finish with a thank you to the Mayor, Councillors, staff, volunteers and contractors who continue to actively support the work of our Council as we seek to make the Sunshine Coast Australia's most sustainable region.

**Debra Robinson**

**Acting Chief Executive Officer**

# SUMMARY BY GOAL

Operational Plan activities

Quarter 1, 2024-25

## OUR STRONG COMMUNITY

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

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### Libraries

- Participation in Heritage Library events has increased by 55 percent when compared to last quarter, and 2,426 people participated in library programs for the quarter.
- A redesign of the winter holiday program resulted in a 74 percent increase in participation this quarter.
- Use of e-library resources increased by 16 percent compared to the same quarter last year.

### Community grants

A total of \$2,068,023 was allocated to the community through 324 grants including:

- 144 multi-year allocations totalling \$1,172,904 for the Community Partnership Funding Program
- 22 multi-year allocations totalling \$635,500 for the Environment Levy Funding Program
- 36 multi-year allocations totalling \$109,230 for the Festive and Commemorative Events Grants, Program.

### Caloundra Transport Corridor

- The design of 2 sections of the Caloundra Transport Corridor has progressed towards finalisation:
  - Section 1: Omrah Avenue to Arthur Street
  - Section 2: Arthur Street to Nicklin Way / Industrial Avenue
- Demolition of 16 properties along Oval Avenue completed to make way for construction works.



## OUR ENVIRONMENT AND LIVEABILITY

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

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### Queensland Reconstruction Authority projects

- 7.1% of Council's claim received from Queensland Reconstruction Authority was completed during the quarter, bringing the total program delivery up to 97.1% to reconstruct civil asset damages, including sealed and unsealed roads, drainage and landslip works in response to the 2022 severe weather events.
- 38 submissions were made to the Queensland Reconstruction Authority for the reconstruction of essential public assets, with 4 finalised, and 4 in the process of acquittal.

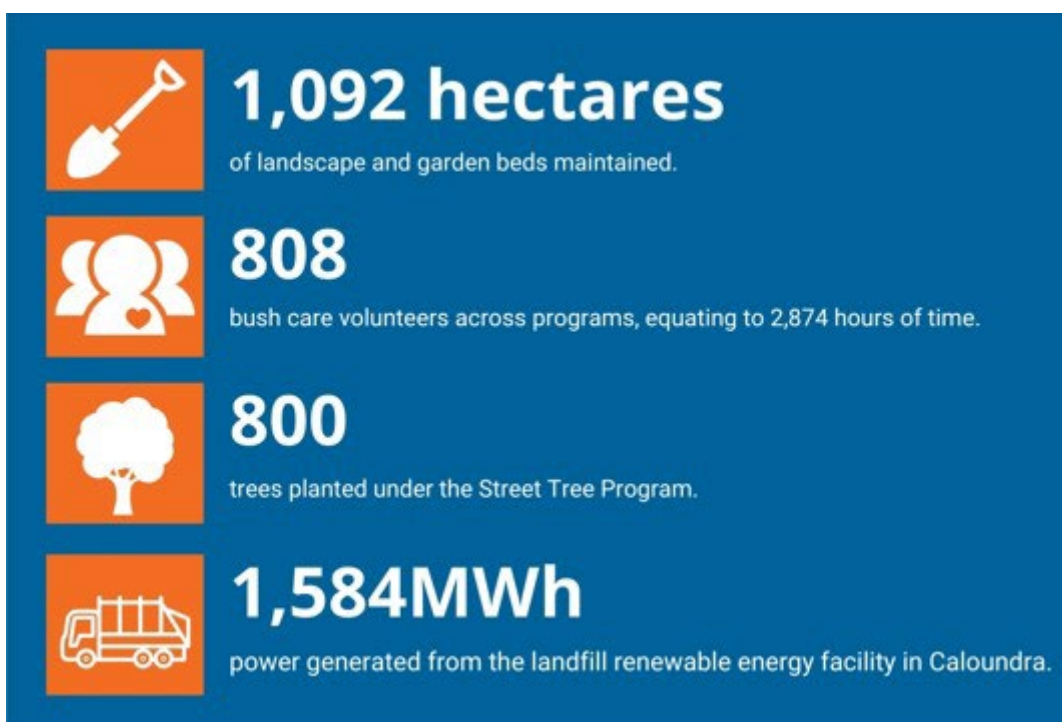
### Streetscapes

The 10-year Place Revitalisation Program 2026-2036 has commenced with streetscaping, and projects being progressed in:

- Cribb Street, Landsborough
- Memorial Drive, Eumundi
- Mill Street/Currie Street, Nambour
- Maple Street, Maleny
- Ocean Street, Maroochydore
- Lorraine Avenue, Marcoola.

### Innovation in weed management

- A 2-year Advancing Queensland Industry Grant, exploring machine learning for identification of 3 new weed species was granted to Council and Queensland University of Technology.
- Creating genetic markers for Madeira vine, Cat's claw creeper, Dutchman's pipe and any similar related species as part of the eDNA trial with the University of the Sunshine Coast.



## OUR RESILIENT ECONOMY

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

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### Mooloolaba Master Plan

- Mooloolaba Foreshore Revitalisation Stage 2 - Central Meeting Place and Southern Parklands Seawall design were completed and construction procurement progressed.
- Mooloolaba Transport Corridor Stage 4 early works have been completed with the site being stabilised for the next phase of works.

### Visit Sunshine Coast

The Funding and Performance Deed was signed between Council and Visit Sunshine Coast, providing:

- greater insights on initiatives and activities
- improved assessment of Visit Sunshine Coast's performance through new key performance indicators to focus on sustainable and achievable growth in visitors each year, and
- collaborative planning and agreed priorities.

### Events

18 events were delivered including:

- emerging events such as the Australian Wearable Art Festival and Rangebow Festival
- events with strategic alignment to Brisbane 2032 Olympic and Paralympic Games, including the National Basketball League (NBL1) National Finals and the Sunshine Coast Marathon.



## OUR SERVICE EXCELLENCE

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

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### Capital Works Program

Progressed a range of significant construction projects including:

- Honey Farm Sports and Recreation Precinct.
- Stringybark Road Pedestrian and Cycle Bridge.

### Customer Experience Roadmap

Delivered initiatives to provide better outcomes for our customers including launching:

- Council's new website, providing a more seamless and enriched user experience and increasing accessibility.
- an online form for Pension Concession for Property Rates, improving accessibility for our customers and efficiency for our staff.

### Smart City Framework

Progressed all 5 action areas of the Smart City Framework and Implementation Plan 2022-2025 to better understand use of services and inform decision making including:

- Deployment of a Data Acquisition Trailer at Maroochydore City Centre and Happy Valley.
- Bluetooth customer interaction data counters were installed at Coolum and human movement count sites went live in Landsborough and Maroochydore City Centre to improve service delivery to our community.





## OUR OUTSTANDING ORGANISATION

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

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### Planning

- Several Council workshops were conducted during the quarter to progress development of a new Corporate Plan.
- Development has progressed on a draft Organisational Excellence Strategy to build the capability and capacity of the organisation to respond to the needs of the community.
- A refreshed People Plan has commenced development that will build and maintain a high-performance and values-based culture.
- 1,000 residents participated in Council's Community Satisfaction Survey with the results due to be published later this year and will be used to inform the development of the Corporate Plan 2025-2030, Organisational Excellence Strategy and budget.

### Digital Plan

Implementation of the Digital Plan this quarter included:

- Improve digital services to deliver greater efficiencies.
- Digitising and classifying physical records to streamline business processes.
- Delivery of a streamlined and personalised mobile application improving the customer experience.

### Funding and grants

- 40 projects under multiple funding programs were developed and submitted.
- Successful applications were announced that will result in over \$9 million of incoming grant funds.
- 20 applications are either in the development phase or pending announcement.















# Operational Plan Activities Quarter 1 2024-25

## Corporate Plan Goal: Our Strong Community



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







### Healthy and active communities





Action Code	Action Name	Progress	On Time	On Budget	Comments
1.1.1	Identify and secure an enduring legacy for the Sunshine Coast as a key delivery partner in the Brisbane 2032 Olympic and Paralympic Games and work collaboratively with our key partners to identify and implement Sunshine Coast specific themes, opportunities and challenges.	25%			Council continues to be active in contributing to the Brisbane 2032 Olympic and Paralympic Games Legacy Strategy, Elevate 2042. A strategic merit testing process has been undertaken to assess a range of project initiatives, with the aim to deliver a Legacy Implementation Plan in 2025. Council continues to facilitate the Sunshine Coast 2032 Legacy Community Reference Group who met on 11 July 2024. The Community Reference Group is continuing to provide valuable input regarding the development of 2032 Legacy Strategy for our region.
1.1.2	In collaboration with our Games Delivery Partners, progress the planning, design and delivery of the region's Brisbane 2032 Olympic and Paralympic Games venues - Sunshine Coast Stadium, Sunshine Coast Indoor Sports Centre, Sunshine Coast Mountain Bike Centre and the Sunshine Coast Athletes Village.	25%			The contracts for the Quantity Surveyor and Programmer for Sunshine Coast Stadium were awarded on 8 August 2024. Tenders for the Managing Contractor for this project have closed and are now in evaluation phase but will not be awarded prior to the Queensland Government entering caretaker period prior to the state government elections. The Expression of Interest for the 2 Sunshine Coast Indoor Sports Centre packages, architectural and managing contractor, closed on 7 August 2024 and evaluations are underway. Council's project design and delivery team for the Sunshine Coast Mountain Bike Centre have commenced, with onsite surveying and investigations undertaken. Planning has progressed and collaboration with SunCentral and Walker Corporation has continued in respect to the Olympic and Paralympic Athlete's Village to be situated in Maroochydore.
1.1.3	Deliver the Healthy Sunshine Coast program to increase health and wellbeing in the community through low cost or free activities and workshops across our region.	25%			The Healthy Sunshine Coast program has continued to enjoy strong membership growth with close to 6,000 registered members as of mid-September 2024. Participation numbers in classes continues to grow and the number of health and wellbeing activities on offer has increased, including Qi Gong and Meditation, Parents and Bubs Fitness, Strength and Stability for Older People, Fitness and Strength for all Abilities, and Chair Yoga.

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.1.4	Progress recommendations from the Lifeguard Service Plan 2023-2028, including: <ul style="list-style-type: none"> <li>the service increase at Maroochy River Mouth to include weekends between September and May</li> <li>increase Bokarina to a Tier 2 service to be patrolled during September and May, winter weekends and public holidays, and</li> <li>increase the Buddina/Kawana service to provide a lunch shift during September and Easter school holidays to maintain staffing across the full day.</li> </ul>	25%			Lifeguard service increases have been implemented at both the Maroochy River Mouth on weekends between September and May, and the Bokarina Tier 2 service (patrolled 7 days a week between September and May, plus weekends, school and public holidays during winter).
1.1.5	Implement prioritised actions from the Sunshine Coast Sport and Active Recreation Plan 2011-2026, including: <ul style="list-style-type: none"> <li>the demolition and construction of a new clubhouse for the Caloundra City Churches Football Club</li> <li>finalise review of the Non-Motorised Water Sports Plan</li> <li>the construction of new change rooms, amenities and storage for Palmwoods cricket and rugby league clubs, and</li> <li>upgrade of access road at the Ballinger Park Sports Complex, Buderim.</li> </ul>	25%			Demolition of the Caloundra City Churches Soccer clubhouse and remediation works have been completed in readiness for earthworks and slab installation scheduled for next quarter. Drafting of the Non-Motorised Water Sports Plan - Situational Analysis has commenced. Detailed designs of the new change rooms, amenities and storage facility for Palmwoods Cricket and Rugby League Clubs has commenced. Design work for the upgrade of the access road for the Ballinger Park Sports Complex is complete.
1.1.6	Progress implementation of the Honey Farm Road sport and recreation project with a focus on preparing the fields and facilities to activate the designated sporting uses.	30%			The Bulk Earthworks and Buried Services Works is currently on track for completion in Quarter 4 2024-25, weather permitting. The scope includes bulk earthworks for the sports precinct, wetlands/waterbodies, buried services (water reticulation, sewer, electrical), roads, carparks, footpaths and Energex connection. The water main is under construction and nearing completion.







### ***Vibrant community places and spaces that are inclusive, accessible and adaptable***





Action Code	Action Name	Progress	On Time	On Budget	Comments
1.2.1	Implement prioritised actions from the Sunshine Coast Aquatic Plan 2011-2026, including the commencement of Stage 2 works at Kawana Aquatic Centre main administration building, change rooms and amenities.	25%			Stage 2 works at the Kawana Aquatic Centre are progressing as planned, including the main administration building, change rooms and amenities. The concrete slab, block and steel work is now complete and aligned to the project schedule. All elements of the project are due for completion by mid-2025.

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.2.2	Implement prioritised projects and programs from the Sunshine Coast Library Plan 2014-2024 and the Library Network Plan 2019-2041, including: delivery of programs that support life-long learning; planning for the delivery of new and refurbished libraries at Caloundra, Nambour and Sippy Downs, and commence the development of a new contemporary Library Service Plan.	25%			The Heritage Library significantly increased engagement with the community with development and delivery of a number of Heritage related programs. Participation in Heritage Library events has increased by 55% when compared to last quarter. Libraries programming was strongly supported with 2426 attendees for the quarter. The winter holiday program experienced a 74% increase in participation due to a program redesign. E-audio usage increased by 16% when compared to the same quarter last year, demonstrating continued support for e-library resources. As part of the First 5 Forever early literacy initiative, communication and keyword sign boards were installed in parks in Currimundi, Buddina, Alexandra Headland and Brightwater to support children and adults with communication difficulties to understand and get their message across to others.
1.2.3	Finalise the Kulangoor Cemetery Master Plan in consultation with the Cemetery Services Community Reference Group to ensure Council can continue to meet the region's evolving needs for end-of-life services.	50%			The Kulangoor Cemetery Masterplan is in the final stages of development with the final proposal taking into consideration community engagement and Community Reference Group feedback. The concept design is anticipated to be presented to Council for consideration in the coming months.
1.2.4	Coordinate the delivery of Council's Transport Levy policy and projects including encouraging sustainable travel choices by supporting the planning and delivery of major public transport enhancements, conducting travel behaviour change programs and connecting our local communities with trial transport services, such as the provision of the Flexilink and Council Link bus services, the ThinkChange programs for workplaces, events and communities, and the Ridescore Active Schools program.	25%			Council's Transport Levy works to support better transport options on the Sunshine Coast recognising the current over-reliance on private vehicle use is not sustainable. Initiatives for the 2024-25 financial year include promoting and enabling travel behaviour change utilising Council's ThinkChange program, trialling transport services and developing the rationale to support improved public transport services. Initiatives are progressing as planned.



Action Code	Action Name	Progress	On Time	On Budget	Comments
1.2.5	Finalise planning and options analysis for the repurposing of the Nambour administration buildings to inform detailed designs and development of an implementation plan for staged delivery.	25%			Early works on the Eddie De Vere building commenced in Quarter 1 of 2024-25 and are due for completion by end of Quarter 2. These works will create an improved community lounge in the foyer along with a new hireable community venue. Improvements are also being made to enhance accessibility, create a staff multipurpose room and kitchen. The broader Nambour administration buildings functional options for creation of integrated library, community and corporate facility have advanced with staging scenarios for improvements over multiple future financial years developed. These will be considered through Council's budgetary processes in 2024-25 for delivery in future financial years.
1.2.6	Progress construction of Library+ Caloundra and finalise operational management frameworks to ensure functional readiness of the library community and corporate facilities.	30%			The Caloundra Administration building refurbishment works to create Library+ Caloundra have advanced significantly by local firm Hutchinson Builders. Significant internal works have been delivered in addition to external works through Quarter 1 2024-25, tracking slightly ahead of schedule. Multiple tenders for furniture and equipment have also been released to the supply market. The preliminary Operational Management Plan for the building has undergone further development and will be considered as part of Council budgetary processes for refinement and finalisation ahead of the building reopening. Completion of the building's transformation into a library and community facility with corporate office spaces is forecast for mid-2025 (subject to onsite progress).

## An inclusive community, with opportunities for everyone



Action Code	Action Name	Progress	On Time	On Budget	Comments
1.3.1	Finalise the Sunshine Coast Stretch Reconciliation Action Plan and implement a new set of actions for the next three years to embed reconciliation within the workplace and to support improved social and economic outcomes for the First Nations community.	45%			Development of the Sunshine Coast Stretch Reconciliation Action Plan (RAP) 2025-2027 is in its final stages. A collaborative process has been undertaken with Council and the community, including meetings with representatives of the Kabi Kabi Peoples Aboriginal Corporation, Jinibara Peoples Aboriginal Corporation, RAP Advisory Group and internal RAP Working Group to develop draft RAP actions. A successful NAIDOC Week Flag Raising event was held at Nambour on 10 July 2024 and planning is underway for a Supplier Day event to be held on 24 October 2024.
1.3.2	Deliver the Youth Leaders Academy program to foster youth leadership, identify youth-led initiatives and empower young people to drive sustainable and positive change in their communities.	25%			The Young Leaders Academy continues to meet monthly. Recent input has focused on effective groupwork and leading change-making conversations. A number of young leaders are now working on the early stages of the initiatives they have identified. Expressions of Interest to join the 2025 intake of the Young Leaders Academy will be invited during October 2024.
1.3.3	Work collaboratively to deliver initiatives and outcomes that build a welcoming, inclusive and culturally diverse community including review of Multicultural Welcome Hub, ongoing delivery of Shine a Light on Racism campaign for broader community, businesses and sporting organisations, migrant employment and business opportunities, and progress of the Welcoming Cities standard.	25%			Three new members have joined Council's Multicultural Advisory Group after a highly competitive expression of interest process. Phase 2 of the Shine a Light on Racism campaign is progressing with plans to launch next quarter. A total of 13 participants completed the Migrant Business Ready program in September. Work is continuing to develop the Welcoming Cities accreditation, through which Council will be recognised as a national leader in inclusive governance, supporting social cohesion and diversity across the region. An option to participate in a Welcoming Workplaces pilot project, to support businesses to embed inclusive employment processes, is also currently being explored.







Action Code	Action Name	Progress	On Time	On Budget	Comments
1.3.4	Implement the Community Engagement Policy and Excellence in Engagement Framework to support the delivery of best practice engagement.	25%			Planning, delivery and coordination of engagement activity were ongoing priorities for the quarter. Training and information sharing were also prioritised to advance excellence in engagement outcomes, with a focus on planning for engagement and methods for deciding to engage. Council published an article in the International Association for Public Participation (IAP2) e-newsletter, 'Nothing about us without us,' promoting the principles and practices of inclusive engagement. There were 6 projects launched for community feedback this quarter, including Maleny District Park, John Hotton Park improvements, Pelican Waters Dog Exercise Area, Proposed Temporary Local Planning Instrument (Accommodation Hotel Incentive Measures), Young Leaders Academy Expression of Interest, and the Accessible Sunshine Coast Photo Competition.
1.3.5	Continue to implement the Housing and Homelessness Action Plan with a focus on the delivery of affordable housing initiatives and reviewing Council processes and charges.	25%			Council continues to advance opportunities to utilise Council-owned land to realise affordable housing outcomes and identify additional locations in which the State Government could seek to deliver social housing projects. Council is proceeding to develop 22 homes on 11 council owned sites at Marcoola, utilising grant funding from the Queensland Government Housing Investment Fund. The homes are in the form of 1, 2 and 3 bedroom modular dwellings that are factory-built and transported to site. The homes will be available as affordable rental for low-income key worker singles, couples and small family households.











Action Code	Action Name	Progress	On Time	On Budget	Comments
1.3.6	Deliver on the actions set out in the All Abilities Action Plan 2024-2028 to improve inclusion and accessibility for people with disability, including raising awareness and education around disability, introducing the Hidden Sunflower initiative and Cérge at Council venues, expanding mobility mapping, promoting guidelines for inclusive events and activities, and developing guidelines to improve communications.	25%			Council has contracted Cerge to deliver companion technologies to make facilities more accessible through provision of web tools including sensory guides, audio guides and virtual tours. Facilities which will be covered include Council's aquatic centres, libraries, Landsborough Museum, Bankfoot House, Caloundra Regional Gallery, Mary Cairncross Scenic Reserve, Arts and Ecology Centre in Maroochy Bushland Botanic Gardens, Venue 114, Altitude Nine, City Hall and the Nambour Administration Building. Web tools will also be developed for the Accessible Wheelchairs at four beach locations and Mary Cairncross Scenic Reserve. The online booking calendar for Accessible Wheelchairs is approaching completion. Planning is well advanced for All Access Day at the Beach, with the first smaller community event taking place at Dicky Beach on 9 November 2024.

### ***Connected, resilient communities, with the capacity to respond to local issues***



Action Code	Action Name	Progress	On Time	On Budget	Comments
1.4.1	Support community organisations to deliver projects and events, and operate facilities that meet community need through the community grants program.	25%			This quarter a total of \$2,068,023 was allocated to the community through 324 grants across a number of Council grants and funding programs. This included 144 multi-year allocations totalling \$1,172,904 for Community Partnership Funding Program, 22 multi-year allocations totalling \$635,500 for Environment Levy Funding Program, and 36 multi-year allocations totalling \$109,230 for Festive and Commemorative Events Grants, all of which commenced new 3-year cycles. Funding was also awarded through the Sports Field Maintenance Funding Program, Emergency Grants, Individual Development Grants and Councillor Discretionary Funding Program. Council delivered 5 grant writing workshops including an online session and 4 in-person sessions. A total of 60 people attended these sessions. Participant feedback was very positive with 88% of respondents rating the content as "extremely useful" or "very useful" and 91% of feeling "confident" or "strongly confident" in grant writing following the workshops (up from 31% beforehand).





Action Code	Action Name	Progress	On Time	On Budget	Comments
1.4.2	Complete a refresh of the Sunshine Coast Community Strategy and Action Plan 2019-2024 and commence implementation a renewed set of actions for the next five years, working with the community towards our shared goal of a strong community.	70%			Analysis and refinements were undertaken this quarter to finalise the renewed Community Strategy and Action Plan, with the key themes of engagement feedback presented back to the community. The Community Strategy Annual Report 2023-24 has been developed to report on the highlights and achievements of the last year of implementation. Both the refreshed Community Strategy 2019-2041 and integrated Action Plan 2024-2029, and the Community Strategy Annual Report 2023-24 will be presented to Council for consideration at the Ordinary Meeting in October 2024.
1.4.3	Undertake a review and develop the next version of the Active Transport Plan that recognises walking and riding as an essential part of an integrated transport system by providing greater transport options, safer streets, opportunities to improve resident wellbeing and the liveability of the region.	25%			This quarter the project consultant ARUP has focused on interpreting the data collected from the community to reflect their perceptions of the barriers to using active transport and the factors which will support them to use it more frequently. Since the close of the survey Council, working with ARUP, has undertaken further targeted engagement across the region to better understand how active transport relates to different residents associations, business groups, and representative bodies.
1.4.4	Complete the design and progress construction of Section 1 of the Caloundra Transport Corridor Upgrade project and continue collaboration with Council's funding partners for Section 2 to provide safer and more direct road and active transport access to Caloundra.	15%			Design is due for completion in Quarter 2 for the corridor (Section 1: Omrah Avenue to Arthur Street and Section 2: Arthur Street to Nicklin Way / Industrial Avenue). Demolition of 16 properties along Oval Avenue is now complete. Construction of Section 1 scheduled to commence in early 2025. Following withdrawal of the Australian Government's funding contribution for Section 2 of the project, Council continues to advocate to the Queensland Government to fund the shortfall.

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.4.5	Progress a detailed business case and early works investigations with the State Government for the Sunshine Coast Public Transport project to maintain liveability and connectivity for the Sunshine Coast.	25%			Consideration of Brisbane 2032 Olympic and Paralympic Games road based events for the Sunshine Coast on the constructability of the project are being investigated, including staging solutions around the major events. The investment rationale for the Sunshine Coast Public Transport project has also changed, with the business case and supporting analysis needing to be updated to reflect the current status of the SEQ Transport Network, namely Direct Sunshine Coast Rail Line announcement and loss of federal funding for Mooloolah River Interchange. Activities to update the business case analysis have commenced and are due to be completed by June 2025.
1.4.6	Review and develop the Road Safety Plan and implement initiatives that support liveable neighbourhoods and limit the number of road related injuries and ensure all three tiers of government work towards a common goal of reducing the impact of road trauma through a 'One Network' approach to road management.	80%			The draft Transport Network Safety Plan and Action Plan have been amended and will continue to be progressed in the coming months.
1.4.7	Work collaboratively with community organisations and government agencies to raise awareness and support initiatives for key social issues with a focus on homelessness and domestic and family violence prevention.	25%			During Homelessness Week, Street Up was launched in Nambour on 6 August 2024. Street Up is an initiative to amplify and elevate lived experience voices to raise awareness and improve policy and practice outcomes. It is a collaborative effort involving Council, Caloundra Community Centre, Nambour Community Centre, and individuals with firsthand experience of homelessness. A community education video was also released to raise awareness and understanding of the types of homelessness, the system of care and how people can be part of the solution. The Housing with Dignity partnership project has provided transitional housing for 13 women. Council is working with community partners to support initiatives and activities for the upcoming 16 Days of Activism against Gender Based Violence in November. Conversations are continuing with men from different backgrounds to explore the role of men in acting to support the prevention of domestic violence.

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.4.8	Provide effective, timely and coordinated planning, preparedness, response and recovery for the region in response to disaster events and undertake a review of Council's Local Disaster Management Plan.	25%			The revised 2024 edition of the Sunshine Coast Local Disaster Management Plan (LDMP) was adopted by Council on 29 August 2024. The LDMP continues to serve the community well through community-facing activations. The annual disaster management exercise held on 8 August 2024 further validated the plan. Community resilience building workshops and Get Ready Schools visits are underway across the region. Planning of Local Disaster Coordination Centre training is underway for the beginning of the high season which commences in October.

### *Creative and innovative approaches to building a strong community*











Action Code	Action Name	Progress	On Time	On Budget	Comments
1.5.1	Deliver the Sunshine Coast's premier multi-arts Horizon Festival to celebrate place, encourage community participation and provide opportunities to present and build capacity for our local arts sector.	25%			The program for the next Horizon Festival was further developed this quarter in readiness for a February 2025 launch. This includes partnership negotiations with local businesses, relocating the key FutureNOW City project from the Maroochydore City Centre to the central entertainment precinct in Maroochydore to increase access and exposure for this core program, confirmation of the Gathering First Nations event in Coolum Beach which will bring together traditional dance groups from surrounding Gubbi Gubbi Country, and a refresh of the festival's brand.











Action Code	Action Name	Progress	On Time	On Budget	Comments
1.5.2	Develop and deliver Council's Arts Levy Program to support an annual program of developmental opportunities for the creative sector and in line with the Sunshine Coast Creative Arts Plan 2023-2038, coordinate the delivery of the Regional Arts Development Fund and deliver an engaging Regional Gallery program of exhibitions and events.	25%			MadeSC — a creative development program that supports independent artists, collectives, and small-medium organisations to generate new work on the Sunshine Coast offered 20 artists a residency through Second Space; 6 peer mentoring sessions; 2 progress showings with a total attendance of 95 people; and support to 6 Sunshine Coast creative enterprises through a studio co-working space. FutureNOW, a 3-year art and new technology development project, delivered a weekend intensive workshop with 8 program participants and used the expertise of an experienced new media curator. Council supported the Sunshine Coast Creative Alliance in delivering the Refinery 6.0 arts incubator program to 13 participants. The public showcase was held on 15 August at The Events Centre Caloundra, with 11 presentations and 300 people attending.
1.5.3	Develop and deliver Council's annual Heritage Levy program to support the implementation of priority activities and projects identified in the Sunshine Coast Heritage Plan 2021-2031 including the next stage of planning for the Sunshine Coast Regional Collection Store, delivery of activation events for Bankfoot House and the Landsborough Museum, building the capacity of the region's network of heritage community organisations, and support to First Nations priority projects.	25%			The Historian in Residence program launched this quarter with an expression of interest call out and Historians for 2024-25 appointed. Digitisation of the significant Bill Robinson Collection continues to improve public accessibility. Our heritage facilities delivered engaging and diverse community programs, reflected in visitation: Bankfoot House had 1,725 visitors and Landsborough Museum had 1,737 visitors over the quarter. A total of \$120,000 in grants were provided to community heritage groups. The regional museum network continues to be promoted with refreshed marketing collateral at community and tourism events.





## Corporate Plan Goal: Our Environment and Liveability

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



### *A resilient region shaped by clever planning and good design*

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.1.1	Progress the new planning scheme informed by the preliminary community consultation outcomes and the State Interest Review, prior to undertaking formal community consultation on the proposed planning scheme that will shape future settlement patterns across the region.	25%			A key focus of this quarter has been preparing a response to the Information Request, including making necessary adjustments to the proposed planning scheme. Other key focus areas in this quarter have included ongoing drafting of proposed planning scheme policies that will support the proposed planning scheme and initial scoping of the formal consultation program. The State Interest Review process will remain ongoing into the next quarter with potential implications for the timing of the next project phase (formal public consultation).
2.1.2	Continue to negotiate with landowners in relation to the Palmview Infrastructure Agreement to ensure delivery of all infrastructure obligations under the agreement.	25%			Negotiations for the Palmview Infrastructure Agreement No.2A and the State Infrastructure Agreement are now complete. Council is continuing to negotiate with the Palmview landowners regarding proposed Palmview Infrastructure Agreement No.3.
2.1.3	Continue to advocate Council's policy positions to the State Government to inform the South East Queensland Regional Plan implementation projects.	25%			Council continues to engage with the Queensland Government on implementation of the updated SEQ Regional Plan (ShapingSEQ 2023) on an 'as needed' basis. Council participated in the Project Steering Committee established by the Queensland Government and provided input into identified priority actions as requested and required. Less engagement and activity has been occurring in this quarter due to the 2024 Queensland Government election.
2.1.4	Continue to work with the State Government to progress the preparation of planning for the Beerwah East South East Queensland Development Area.	25%			Discussions with the State Government are continuing in line with the directions set down in ShapingSEQ 2023.
2.1.5	Advocate for the protection of the Regional Inter-urban Break in perpetuity to secure the environmental, production and recreation values through its retention at current extent and identifying and acquiring strategic land.	25%			Council has continued to advocate for the protection of the Regional Inter-urban Break in perpetuity and is a priority in Council's advocacy documentation for the 2024 Queensland government elections.



Action Code	Action Name	Progress	On Time	On Budget	Comments
2.1.6	Progress priority activities from the Environment and Liveability Strategy five-year implementation plan, including a revised Part C - Network Plan and progressing the dark sky reserve proposal.	25%			A refresh of the Environment and Liveability Strategy (Part C) is progressing to align with the refreshed Part A: Strategic Directions and Part B: Implementation Plan. Phase 2 of the Dark Sky Reserve Project has continued including ongoing stakeholder engagement and finalisation of community consultation findings.
2.1.7	Improve stormwater asset identification and condition reporting to better shape appropriate levels of service in accordance with the Stormwater Management Strategy.	25%			This quarter, Council inspected 1012 pipes via closed-circuit television (CCTV), and 642 drainage pits for structural condition. Projects included: <ul style="list-style-type: none"> <li>• 152 end structures (40 open drain)</li> <li>• 30 pipe relining projects, 20 pipe patches, 2 full pipe renewals, and 32 pit upgrades were completed</li> <li>• 56 customer requests were investigated</li> <li>• 6 build over stormwater development approvals and 12 easement encroachment approvals issued, and</li> <li>• 8 easements for unauthorised encroachments inspected.</li> </ul>
2.1.8	Finalise and promote the Design Guide for Multi-Unit Developments to encourage better designed neighbourhoods and more liveable, healthy housing outcomes which align with the principles contained in the Sunshine Coast Design Yellow Book.	80%			The Design Guide for Multi-Unit Developments is nearing completion for an anticipated launch before the end of the year. The draft Design Guide is currently being reviewed by industry representatives and Council.
2.1.9	Deliver an integrated coastal management program including implementation of the Coastal Hazard Adaptation Strategy and finalisation of a Healthy Coast Management Plan and a Shoreline Erosion Management Plan.	25%			The development of a draft Healthy Coast Management Plan to provide a strategic and coordinated approach is progressing with community consultation proposed during November 2024.
2.1.10	Implement the Resource Recovery Strategy 2023 including construction of a new resource recovery centre within the Nambour waste precinct, and development of a Master Plan for the Sustainability Park.	25%			Resource Recovery Strategy 2023 actions are being progressively delivered.

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.1.11	Coordinate the delivery of Council's Environment Levy including the strategic land acquisition program and environment levy partnerships and grants.	25%			Investigations relating to potential properties for acquisition have continued. The Queensland Minister for the Environment, Leanne Linard, formally announced the joint acquisition between Sunshine Coast Council and the Queensland Government of a 155 hectare property of coastal woodland at Monak Road, Peregrian Beach.
2.1.12	Continue the planning, stakeholder consultation and community engagement for the Maud Street and Sugar Road Transport Corridor upgrade.	25%			Detailed planning is progressing with design responses being prepared to the matters raised during the community consultation process in late 2023. The design responses will be subject to further consultation in the coming months.







### ***Protection and enhancement of our natural assets and distinctive landscapes***



Action Code	Action Name	Progress	On Time	On Budget	Comments
2.2.1	Coordination of weed management activities, demonstration sites, and exploring new technology and methodologies to improve industry and community understanding of weed management practices.	25%			<p>Works continue at the Maleny demonstration site, transitioning to full maintenance. Inclusion of a neighbouring Department of Transport and Main Roads (DTMR) lot was added to the Witta site given the spread of vine species and erosion concerns. Ongoing negotiations are occurring with DTMR regarding maintenance after the project end date of June 2026. Positive feedback was received from community members from 2 community information days which were held on 16 and 17 August 2024 with a total of 45 participants.</p> <p>Queensland University of Technology and Council were successful in receiving a 2-year Advancing Queensland Industry Grant, exploring machine learning for identification of 3 new species (Cat's claw creeper, Madeira vine and Camphor laurel). The eDNA trial with the University of the Sunshine Coast is progressing, with genetic markers created for Madeira vine, Cat's claw creeper, Dutchman's pipe and any similar related species. Phase 2 (field testing and validation) experimental design is currently being created.</p>







Action Code	Action Name	Progress	On Time	On Budget	Comments
2.2.2	Review and update the Shorebird Conservation Plan, including community consultation, to support the recovery and conservation of Shorebird populations on the Sunshine Coast by reducing threats, improving habitat quality, and strengthening community-based management.	25%			A workshop was held in July 2024 with key stakeholders from Council, Queensland Government, University of the Sunshine Coast, key community groups and shorebird experts, to seek feedback to support development of the draft Shorebird Conservation Plan. Community consultation is scheduled to commence in Quarter 2.





### *Responsive, accessible and well managed assets and infrastructure*



Action Code	Action Name	Progress	On Time	On Budget	Comments
2.3.1	Implement Blue Heart Sunshine Coast in partnership with Unitywater and the State Government including delivery of the Blue Carbon Pilot project, land acquisitions, land management activities and stakeholder engagement.	25%			Works to remove 2 tidal structures on Council owned land at the end of River Road have been completed as part of the project's Blue Carbon Farming Trial. There has been ongoing landholder engagement, including project neighbours and Kabi Kabi peoples.
2.3.2	Continue to implement the Sunshine Coast Ecological Park Masterplan including staged design and delivery and exploring strategic and financial partnerships to help realise the park's benefits.	25%			The implementation of the Sunshine Coast Ecological Park master plan is progressing with a current focus on detailed site investigations to inform ongoing planning. Several community education and revegetation initiatives have been undertaken.
2.3.3	Progress projects funded through the Queensland Reconstruction Authority for the reconstruction of essential public assets in our region that have been affected by natural disasters.	95%			<p>Council completed 97.1% of the total program of works required to reconstruct more than 5,400 civil asset damages, including sealed and unsealed roads, drainage and 14 of 15 landslip works. In Quarter 1, of the 38 submissions made to the reconstruction of essential public assets, 4 have been finalised, and 4 are in the process of acquittal. Council continues to work with the Queensland Reconstruction Authority to complete the remaining activities.</p> <p>Extensions of time have been submitted and approved for the remaining works from last financial year to be delivered in 2024-25.</p>

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.3.4	Commence development of the next 10-year Streetscape Revitalisation Program 2026-2036 and progress delivery of placemaking initiatives including streetscape improvements for Mooloolaba, Eumundi, Maleny, Nambour, Maroochydore and Coolum.	25%			<p>The 10-year Place Revitalisation Program 2026-2036 has commenced with the following initiatives:</p> <ul style="list-style-type: none"> <li>• Landsborough Cribb Street Stage 2 Construction has been completed with final defects rectifications and heritage trail being finalised.</li> <li>• Eumundi Memorial Drive Streetscape Project has commenced construction with the aim of completion before the end of the financial year.</li> <li>• Nambour Place Plan has progressed to detailed design with a focus on improvements on Mill Street and the Corner of Mill/Currie Streets.</li> <li>• Maleny Maple Street Streetscape project tender has been postponed so that construction timing is after the Christmas Trading period to reduce impacts on local businesses and the community.</li> <li>• Ocean Street Refresh has been reviewed to ensure the concept is updated to reflect findings from the feasibility stage. Delivery is planned to be completed this financial year.</li> <li>• Marcoola Lorraine Avenue Streetscape Project - the design has been finalised, with construction postponed until early 2025 in response to site constraints posed by the development of a private lot near the site.</li> <li>• Coolum Connections project is preparing to undertake limited community engagement in October with Detailed Design to follow. Construction is proposed to be completed this financial year.</li> </ul>







Action Code	Action Name	Progress	On Time	On Budget	Comments
2.3.5	Implement activities to support a climate ready organisation, through emissions reduction and climate risk management, including delivery of the critical infrastructure failure and cascading climate risk project.	25%			<p>Council continues to build a climate ready organisation by embedding our climate change response into our policies, systems and processes, with a recent focus on asset management which has included a trial to better understand assets that are vulnerable to climate hazards.</p> <p>Implementation of our Organisational Zero-net Emissions Plan has resulted in a 4.7% (8,382 tCO2-e) emissions reduction for the 2023-24 financial year. Embedding activities have also included building staff capacity and capabilities through participation in Griffith University's Micro-credential in being a 'Climate Ready' local government organisation.</p>
3.2.4	Finalise the review of the infrastructure agreements for the Maroochydore City Centre Priority Development Area to ensure consistency with the amended Development Scheme (No. 3) and continue to liaise with Economic Development Queensland about Council's requirements relating to the assessment of development applications in the Priority Development Area.	25%			The Maroochydore City Centre Water Infrastructure Agreement Amendment No. 2 (2024) has been executed by Unitywater and is currently with the Minister for Economic Development Queensland for execution.

### *Transitioning to a sustainable and affordable way of living*

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.4.1	Implement the Street Tree Master Plan to protect, enhance and maintain the region's existing and future street tree network through additional planting, better selection, placement and care of these environmental assets across the Sunshine Coast.	25%			The Sunshine Coast Street Tree Master Plan Refresh Project has continued to progress with project planning and community engagement documentation is finalised.
2.4.2	Coordinate the implementation of the Sunshine Coast Biosphere in partnership with our community and investigate other complementary protection mechanisms.	25%			<p>During the quarter, the Biosphere's Coordinating Committee and Community Advisory Group met to provide ongoing oversight of implementation.</p> <p>The second Biosphere NEXt roadshow event - Exploring Active Conservation was also held in partnership with the University of the Sunshine Coast, with over 40 community members attending.</p>

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.4.3	Implement strategic actions within the Recreation Parks Plan to design and deliver recreation parks that support the health and lifestyle needs of our region's communities, including: complete the Play Opportunities Plan, develop guidelines for park trees which meet urban forest objectives, and provide additional opportunities for community tree planting in recreation parks.	25%			<p>The draft Play Opportunities Plan, which is an action of the Recreation Parks Plan was further progressed during this quarter. This will be incorporated into the Landscape Infrastructure Manual to guide developers and will be published for external and internal awareness.</p> <p>The Street Tree Master Plan refresh project has commenced, expanding the scope to include the park tree guidelines.</p> <p>Initial scoping of a Heat Risk Plan (replacing the Urban Cooling Strategy) has also commenced and parks and street trees will be included in this scope.</p>



### *A reputation for innovation and sustainability*

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.5.1	Implementation of large-scale battery energy storage systems to increase utilisation of renewable energy and reduce energy costs.	25%			After identifying grid connection constraints at the new Nambour Resource Recovery Centre, site selection research was extended to include closed landfills. Consulting engineers are progressing connection enquiries with Energex for Sunshine Coast Solar Farm, Coolum and Eumundi closed landfill.
2.5.2	Evaluate tender submissions for design, construction and operation of a Food Organics and Garden Organics (FOGO) Facility, which would support achieving landfill diversion targets and improve emissions reductions.	20%			The project is behind schedule due to resourcing availability and project complexity.
2.5.3	Investigate and engage with our community regarding opportunities and costs to introduce alternative large items waste services such as kerbside collection, vouchers and skip bag collection.	25%			Consultants have been engaged to investigate potential options, benefits and implications associated with large items collection and recycling services.





## Corporate Plan Goal : Our Resilient Economy





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

### *Leadership, sustainability, equity*





Action Code	Action Name	Progress	On Time	On Budget	Comments
3.1.1	Progress priority activities from the Regional Economic Development Strategy five-year implementation plan to deliver a resilient economy for the Sunshine Coast region, including analysis of economic information to guide strategic directions and advocacy, supporting the growth of a circular economy, and advocating for accessible and inclusive communities that enable workforce participation.	25%			The Regional Economic Development Strategy 2023 Refresh Action Plan continues to be progressed by Council along with strategic delivery partners. Particular focus has been applied to the Leadership, Sustainability and Equity pathways and the initiative to advocate to the Queensland Government and Australian Government to support investment into key catalytic infrastructure.



### *Investment and growth*

Action Code	Action Name	Progress	On Time	On Budget	Comments
3.2.1	Supporting Economic Development Queensland (EDQ) and Sunshine Coast Airport to finalise the preparation of the Development Scheme for the Sunshine Coast Airport Priority Development Area (PDA) and liaise with EDQ about Council's requirements relating to the assessment of development applications in the PDA.	25%			The Minister for Economic Development Queensland adopted the Development Scheme for the Sunshine Coast Airport Priority Development Area following a process of community consultation undertaken in accordance with the provisions of the Economic Development Act 2012.
3.2.2	Progress the staged design and implementation of the Caloundra Community and Creative Hub Precinct in alignment with the objectives of the Caloundra Centre Master Plan.	25%			Caloundra Community and Creative Hub precinct activities have focused on the detailed design of the first stage of enabling works for Bill Venardos Park. These works are scheduled for completion by mid-2025 in conjunction with Library+ timeframes. Next stages of implementation, focused on the interim town square, will be advancing into detail design through 2024-25 ahead of construction in future financial years. The proposed regional Gallery options for development of concept designs have been explored through Quarter 1 of 2024-25. This will be advanced further in coming quarters, noting that actual delivery of the proposed facility is reliant on partnership funding being obtained in future financial years.



Action Code	Action Name	Progress	On Time	On Budget	Comments
3.2.3	<p>Support investment and growth in the region by positioning the Sunshine Coast as an investment destination of choice through:</p> <ul style="list-style-type: none"> <li>targeted marketing campaigns and bespoke investment facilitation services</li> <li>support opportunities that enable business exports out of the region, and</li> <li>leverage the Brisbane 2032 Olympic and Paralympic Games to raise awareness of investment opportunities and to create economic assets for the future.</li> </ul>	25%			The Invest Sunshine Coast electronic direct mail was sent each month to over 5,100 recipients outside the Sunshine Coast and had an average open rate and click-through rate well above the industry standard. This quarter saw 96 new leads from combined organic social and digital media platforms. In August, a complimentary concierge Investment and Growth Toolkit session was held with the President of Sunshine Coast Chinese Association to demonstrate the online platform and the types of services, tools and resources that are available for potential investors in the region. The National Grow Coastal Food and Agribusiness Network export workshop was held at the Innovation Centre on 9 July 2024 and attended by 35 businesses. The Sunshine Coast Business Women's Network Export and Grants Workshop was held on 30 July 2024 at Vitality Village and attended by 20 businesses. Both the Hotel Investment Prospectus and Relocation Guide were updated and are promoted on the Invest Sunshine Coast website.
3.2.5	<p>Implement prioritised actions across Council's Holiday Parks business including:</p> <ul style="list-style-type: none"> <li>the commencement of Cotton Tree and Dicky Beach Holiday Park powered site upgrades</li> <li>continue investigations into a new Holiday Park development site, and</li> <li>undertake a review of the business plan to support Council's Holiday Parks business beyond 2025.</li> </ul>	25%			Priority actions relating to Council's holiday parks have been implemented, achieving the objective of maintaining an appropriate level of occupancy while increasing revenue. Dicky Beach Holiday Park's powered site upgrade tender has been awarded and is scheduled to start in October 2024. The Cotton Tree Holiday Park's powered site upgrade is in the final design stage and will go to tender in early 2025. A new business plan has been developed and is in draft form ready for review and endorsement.

## Business retention and expansion

Action Code	Action Name	Progress	On Time	On Budget	Comments
3.3.1	Progress the implementation of the Mooloolaba Master Plan with construction commencing on Stage 2 Central Meeting Place and Southern Seawall as part of the Mooloolaba Foreshore Revitalisation project, and complete early works for the final stage of the Brisbane Road, Mooloolaba four lane road upgrade (Bandari Court section).	10%			Mooloolaba Master Plan work continues with the Mooloolaba Foreshore Revitalisation Stage 2 - Central Meeting Place and Southern Parklands Seawall design complete and construction procurement progressing. The draft Mooloolaba Business Activation Plan has Mooloolaba Transport Corridor Stage 4 early works have been completed, the site will now be stabilised with the next phase of works scheduled for 2027.
3.3.2	Support local businesses through the delivery of: <ul style="list-style-type: none"> <li>• the Local Business Support Program</li> <li>• targeted campaigns such as the Buy Local initiative</li> <li>• workshops and events for business owners to raise capacity, build resilience and business growth, and</li> <li>• deliver bespoke place activation initiatives to drive economically viable and vibrant precincts.</li> </ul>	25%			The Local Business Support Program delivered tailored and specialist advice to 193 businesses across the region. Council supported 2 Sunshine Coast Business Women's Network events involving 400 participants; the Purple Room Finalist Cocktail Event and the Business Woman of the Year Gala Awards. The Place Activation team delivered support to 743 businesses and delivered 12 key events in Nambour, Mooloolaba and Caloundra that were attended by more than 22,100 members of the community. In Caloundra, the annual Winter Wonderland event was held on 19 July 2024 which drew 15,000 attendees to the CBD and attracted out of region visitation, with the top 9 attendee postcodes from Brisbane; and the Caloundra Visitor Information Centre supported 2284 visitors. In Nambour, 6 Twilight Markets were held to activate Nambour Square; 3 Rummagers Markets were held in the Nambour Council Chambers Forecourt; and Council supported a Nambour Chamber coffee catch-up event and a Nambour Forecourt Beat Street event. In Mooloolaba, Council supported a Friday Night Lights beach volleyball event, and a feature lighting project adding warmth and vibrancy to the Mooloolaba Esplanade was installed.





Action Code	Action Name	Progress	On Time	On Budget	Comments
3.3.3	Continue to position Visit Sunshine Coast as a key delivery partner for Council to deliver significant tourism expenditure outcomes across the local government area including reviewing the funding and performance deed.	25%			The Funding and Performance Deed between Council and Visit Sunshine Coast was signed this quarter. The new deed adopted many of the recommendations from the review completed in 2021. This includes updated reporting templates to provide greater insights and more information on Visit Sunshine Coast's initiatives and activities, new key performance indicators to focus on sustainable but achievable growth in visitors each year and to enable better and fairer assessment of Visit Sunshine Coast's performance, and collaborative planning to be undertaken at the beginning of each financial year to establish agreed priorities where both organisations will work together.

### *Innovation, technological advancement and scaling up*





Action Code	Action Name	Progress	On Time	On Budget	Comments
3.4.1	Continue to promote and advance the region's innovation and digital capability through: <ul style="list-style-type: none"> <li>• the development of the region's innovation ecosystem in collaboration with key strategic delivery partners</li> <li>• leveraging key physical assets including the Sunshine Coast International Broadband Network, and</li> <li>• supporting Smart City initiatives to further support local businesses and attract investment to the region.</li> </ul>	25%			The Forward Fest 2024 business and innovation festival, incorporating Sunshine Coast Innovation Showcase and Xplore XR Healthtech conference, had over 440 in attendance. Hosted by Silicon Coast, the program included 97 expert speakers across 6 tracks: Climate, Emerging, Health, Invest, Scale and Executive. Ten local industry members were supported to attend Something Tech in Brisbane via an Industry Vertical Partnership. This partnership enabled a strong presence at the event including 2 speaking opportunities, exhibition and Council branding. The Testing Tech in Paradise Sundowner networking event and the oversubscribed VIP Tech Tour showed significant the interest in Smart Cities infrastructure and activities in the Maroochydore City Centre. The Sundowner event attracted more than 100 attendees who were predominantly an executive audience. The Testing Tech in Paradise Australia second webinar was held with guest presenters including the CEO of the Critical Infrastructure - Information and Sharing Analysis Centre, a national body for identifying and managing intelligence around cyber threats, who invited members of the audience to also consider the Sunshine Coast for undertaking tech-based trials, research, and residency.



## Talent and skills

Action Code	Action Name	Progress	On Time	On Budget	Comments
3.5.1	Work with education and training sector and the broader industry to implement 'Study Sunshine Coast' and better prepare and connect young people to education and employment opportunities in the region including through skills development, innovation and employability initiatives.	25%			Study Sunshine Coast were proud sponsors of the 2024 University of the Sunshine Coast (UniSC) Student Leadership and Volunteer Awards Ceremony. This annual event is dedicated to celebrating and recognising the incredible contributions of student volunteers who have devoted their time and skills to various causes throughout their academic journey. It's a wonderful opportunity to highlight the positive impact these students have made within the UniSC community and beyond.
3.5.2	Conduct talent attraction, development and retention programs to support the growth of a high-quality workforce for local businesses and support local education and training providers to build pathways for workforce development aligned with local industry needs and opportunities.	25%			The quarterly Sunshine Coast Health Panel meeting held in September 2024 provided an opportunity for guest speaker Professor Laurie Buys from the Australian Catholic University to present and share information on the challenges in recruitment and retaining talent in Aged Care and Allied Health and Hospital Services, and the National Care Workforce Alliance which supports career development across the industry.





## A major and regional event destination

Action Code	Action Name	Progress	On Time	On Budget	Comments
3.6.1	Develop and attract events and sporting opportunities at Council venues including Caloundra Indoor Stadium, Maroochydore Multi Sports Complex, Nambour Showgrounds, Sunshine Coast Stadium and Venue 114 and other community spaces.	25%			Caloundra Indoor Stadium hosted Australian Steelers and Australian Diamonds trainings, National Basketball League 1 (NBL1) National Finals, junior netball games including finals, and Queensland Brazilian Jiu Jitsu. Maroochydore Multi Sports Complex delivered the Catholic Primary Schools Cup, Unitywater Lightning Netball Cup, junior AFL/netball/soccer grand finals and Brisbane Lions State Academy Carnival. Nambour Showgrounds celebrated the 40th Queensland Garden Expo, Nambour Swap Meet, Sunshine Coast Street Sprints, Sunshine Coast Caravan and Outdoor Expo, Monster Trucks and Collectorama. Sunshine Coast Stadium held the Australian Schools Rugby Union Championship for the first time, Sunshine Coast Falcons matches including a semi-final, Steve Hirst's Guinness World Record attempt, Triple j's On Ya Bike event, Queensland Oztag All Schools Cup with 19,500 attendees, various local sports grand finals including a standalone event for the Open Women's Rugby League Grand Final, the 2024 National Rugby League (NRL) Schoolboy and Schoolgirl Cups and the Sunshine Coast Expo. Venue 114 presented the Polaris Tour, Careers Expo, Maggie Beer, Burlesque L'Amour, Australian Wearable Art Festival, Emma Memma and a Travel Expo. Altitude Nine welcomed The Curated Plate, FWD Fest, Sunshine Soiree and Sunshine Coast Open House launch.
3.6.2	Implement the refreshed Major Events Strategy 2018-2028 with a focus on: <ul style="list-style-type: none"> <li>• prioritising a broad and balanced major events calendar for the region</li> <li>• legacy opportunities for the Brisbane 2032 Olympic and Paralympic Games, and</li> <li>• the delivery of the 'Emerging Events' category to ensure new events are actively encouraged and supported to grow within the region.</li> </ul>	25%			During the quarter, 18 events were delivered providing a broad range of benefits across the region. Events delivered included emerging events such as the Australian Wearable Art Festival and Rangebow Festival, and events with strategic Olympic and Paralympic Games alignment including the National Basketball League 1 (NBL1) National Finals and the Sunshine Coast Marathon.



## Corporate Plan Goal : Our Service Excellence

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



### *Engage with our customers to design inclusive, contemporary and sustainable community services*

Action Code	Action Name	Progress	On Time	On Budget	Comments
4.1.1	Finalise and implement the Strategic Asset Management Plan that delivers consistent asset management practices, processes and systems throughout the organisation.	70%			The development of the Strategic Asset Management Plan is nearing finalisation, however is subject to review to ensure alignment with the development of the new Corporate Plan.
4.1.2	Deliver the capital works program based on robust scopes, cost and risk assessment with well sequenced delivery schedules aligned to corporate priorities and long-term financial plans.	20%			<p>This quarter, a range of significant construction projects were progressed, including; Library+ Caloundra, Honey Farm Road Sports and Recreation Precinct, Stringybark Road Pedestrian and Cycle Bridge, all contributing to the delivery of \$39m in the first 2 months of the financial year.</p> <p>Budget Review 1 identified a financial sustainability risk due to lower than forecast revenue requiring a review of the program. Identification of projects to be considered for deferral will be reviewed and presented at Budget Review 2.</p>



## Deliver consistent services that provide positive experiences for our community

Action Code	Action Name	Progress	On Time	On Budget	Comments
4.2.1	Implement the Customer Experience Roadmap that embeds customer experience into all of Council's operations and aligns to the International Customer Service Standard.	25%			<p>In Quarter 1, development of the multi-year roadmap focussed on strategic long term programs of work as well as delivering better outcomes for our customers and service delivery. These included:</p> <p>Engagement with Councillors to share customer experience results and actions being undertaken to drive a better customer experience and develop Council's Customer Experience Roadmap.</p> <ul style="list-style-type: none"> <li>• Launch of Council's new website. The new design was informed by data, industry expertise, local customer testing and feedback, and provides a more seamless and enriched user experience whilst increasing accessibility. Early feedback on the design has been positive and Council will continue to build on these improvements.</li> <li>• Council published an online form for Pension Concession for Property Rates. The launch included process improvements making this service experience easier and more accessible for our customers, and more efficient for our staff.</li> <li>• The redevelopment of Council's Mobile App continued to progress and is anticipated to go live in Quarter 2.</li> <li>• Council also launched a new Small Business Factsheet to better enable our local businesses to navigate Council processes and approvals.</li> </ul>

## Assess service performance using data driven insights to inform sustainable service delivery

Action Code	Action Name	Progress	On Time	On Budget	Comments
4.3.1	Deliver the Smart City Framework and Implementation Plan 2022-2025 and continue to: develop a solutions pipeline; data acquisition services; and, the expansion of telecommunications and connectivity which realises Smart City opportunities and further develops Council's data driven decision making capability.	25%			<p>During Quarter 1 progress has been made against all 5 action areas of the Smart City Framework and Implementation Plan 2022-2025: Smart Technologies, Telecommunications, Data Driven Decision Making and the Solutions Pipeline. Specific achievements against these areas for the quarter include: Approval of Smart City Framework and Implementation Plan 2024-2027. Leadership - Council received the Queensland award for the iAwards. Several Smart City tours of the Maroochydore City Centre were conducted for schools, business and community groups.</p> <ul style="list-style-type: none"> <li>Advanced Technologies - the Data Acquisition Trailer was deployed at Maroochydore and Happy Valley. Bluetooth counters were installed at Coolum.</li> <li>Data Driven Decision Making - Maroochydore City Centre and Landsborough human movement count sites went live.</li> <li>Solutions Pipeline - reached 96 operational solutions. Evaluation of drowning prevention solution.</li> </ul>







## Optimise our services through operational excellence, digital enablement and agile delivery models





Action Code	Action Name	Progress	On Time	On Budget	Comments
4.4.1	Progress development of an outcomes-based model for Council's planning, budget development and resource decision making processes, including analysis of the current service architecture and undertaking a program of service reviews.	35%			Stakeholder consultation and benchmarking has progressed to ensure there is a strong connection between strategic outcomes, services delivered to the community and organisational responsibilities. Through this work, Council's legislated services and associated budget allocations will be considered to inform future prioritisation and service reviews.



## Corporate Plan Goal : Our Outstanding Organisation

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





### *Maintain a sustainable organisation that is well placed to respond to the needs of our growing region*

Action Code	Action Name	Progress	On Time	On Budget	Comments
5.1.1	Develop and progress implementation of an Organisational Excellence Strategy to build the capabilities and capacity of the organisation to implement regional objectives and respond to the needs of the community.	35%			The drafting of the Organisational Excellence Strategy is underway. The pathways to excellence have been identified as sustainable service delivery, building community trust, being a great place to work, achieving high performance and being a climate ready organisation.
5.1.2	Develop the Corporate Plan 2025-2029 informed by community consultation and evidence based data to set the strategic direction for Council for the next five-years.	30%			The development of a new Corporate Plan is well underway with several Council workshops conducted during the quarter. The Community Satisfaction Survey 2024 was also conducted with an independent research firm undertaking 1000 interviews with residents via a random selection process. These results will be used to inform the development of the Corporate Plan and to inform operational planning for Council services and assets as well as priorities for future budget processes.
5.1.3	Continue to review and develop the long-term financial plan based on sound financial modelling that includes improved contributed asset processes, enhanced asset management valuation systems and the delivery of a well-informed budget, maintaining long term financial sustainability.	25%			<p>Council adopted a revised budget at the Ordinary Meeting in September through Budget Review 1. The resulting budget review ensures continuing projects are funded and delivered for the community.</p> <p>Council's Long Term Financial Model is consistent with the most recent revision of the 2024/25 budget, with a review of forward years required to ensure financial sustainability is maintained.</p>



Action Code	Action Name	Progress	On Time	On Budget	Comments
5.1.4	Progress the implementation of the Digital Plan focusing on cyber security, systems rationalisation, network infrastructure, workplaces technology and enhancing customer experience.	25%			<p>The Digital Plan implementation has progressed this quarter, and highlights included:</p> <ul style="list-style-type: none"> <li>• Council's Cyber Security program supporting zero reportable cyber security breaches.</li> <li>• Rationalising duplicate or redundant services supporting Council financial sustainability targets.</li> <li>• A 2-year Property and Rating Program streamlining over 360 business processes improving the customer experience for the Community by 2026.</li> <li>• The technical delivery for the new Caloundra Library precinct in 2025.</li> <li>• The delivery of a streamlined and personalised mobile application improving the customer experience through streamlined business processes and personalised service experiences via our mobile application and online services.</li> <li>• Digitising and classifying physical records in Council to streamline business processes contributing to Council financial sustainability targets whilst providing the Community with greater access and transparency to public records.</li> </ul>
5.1.5	Streamline business processes via enterprise data management and artificial intelligence that support self-service and streamlined delivery.	25%			<p>The Enterprise Data Platform is now a core service for Council. Training has been provided to over 60 key staff to uplift analytics self-service capability.</p> <p>A draft artificial intelligence (AI) policy for Council has been drafted for approval. The new Microsoft Enterprise Agreement was completed in September 2024 and has incorporated a new AI CoPilot Web and M365 as a standard service capability across Council. A Council readiness assessment has been completed for CoPilot M365 with recommendations. Implementation plans have been created and are pending approval. An AI ChatBot to assist Councillor's and Liaison officers is being piloted. A governance group aligning to the Digital Plan has been established to identify efficiency opportunities across Council.</p>

Action Code	Action Name	Progress	On Time	On Budget	Comments
5.1.6	Undertake a review of Council's approach to procurement to maximise organisational and community outcomes through engagement and benchmarking against like organisations to ensure Council is using best practice in procurement to maximise organisational and community outcomes.	25%			During Quarter 1 the procurement team completed a workshop to commence the review of Council's approach to procurement and discuss initial focus areas for potential opportunities. Additionally, discussions were held with external organisations to understand different approaches to procurement.





### ***Embrace a safe, values based workplace culture that attracts and retains high performing and engaged people***

Action Code	Action Name	Progress	On Time	On Budget	Comments
5.2.1	Develop and implement a People Plan that builds and maintains a high-performance and values-based culture and includes a workforce plan that enables Council to ensure our people and services are skilled to meet the needs of our Sunshine Coast community.	20%			A refreshed People Plan is now underway. It is being based on a combination of several inputs, including Council's previous People Plan, the current Operational Plan and Corporate Plan, research based on other local government strategies and best practice private sector strategies.
5.2.2	Implement wellbeing, health and safety initiatives focused on managing critical risks, improving the safety management system, strengthening education, and delivering a psychosocial framework.	25%			All Wellbeing, Health and Safety projects are on track. A formal risk assessment of Council's mowing services has been completed as part of critical control management. The contractor management project has commenced and a project plan is in development. Projects on psychosocial risk management and building psychological safety in the workplace are on track, with a report and recommendations to be submitted for endorsement.







Action Code	Action Name	Progress	On Time	On Budget	Comments
5.2.3	Complete staff relocations at Caloundra and Nambour administration centres and advance the refresh of Council's depot strategy to support future service delivery needs.	25%			Staff movements at Caloundra are being programmed ahead of the new Library+ building being completed in mid-2025. Change management activities have been developed for delivery through Quarter 2 and 3 of 2024-25, supporting the transition of staff from current office and library facilities into the new integrated building. Early works in Nambour Eddie De Vere are being delivered while the building remains occupied by staff. Any further staff relocations are yet to be determined, pending finalising of administration centre redevelopment options and timings. The Depot and Satellite Sites Strategy refresh has advanced with internal stakeholder engagement and data analytics, however future Council service provisions are critical inputs and are expected to progress through 2024-25 to inform this long-term strategy. In the interim maintenance and minor improvements to these facilities continue to be programmed and delivered through Council's annual capital works program for safety and efficiency benefits.

***Maintain a contemporary governance framework that inspires trust and confidence in the operations of Council***

Action Code	Action Name	Progress	On Time	On Budget	Comments
5.3.1	Deliver the adopted 2024-25 Internal Audit Program of Work which focuses on 12 internal audits to provide objective assurance and insight on the effectiveness and efficiency of risk management, internal control, and governance processes and foster public trust and confidence in Council and its systems.	20%			The adopted 2024-25 Internal Audit Program of work has commenced, with 5 of the audits underway this quarter.
5.3.2	Update and maintain a contemporary Strategic Risk Management Framework for Council that assists with the identification of strategic risks and the consideration and mitigation across Council's statutory and service delivery responsibilities.	35%			The Strategic Risk Framework has been included in the recently endorsed 2024 Risk Management Manual.

## Partner with community, business and other tiers of government to fulfil the needs of our region

Action Code	Action Name	Progress	On Time	On Budget	Comments
5.4.1	Manage Council's statutory, governance and contractual responsibilities associated with the Maroochydore City Centre project and Council's relationship with Sunshine Coast Airport Pty Ltd.	25%			Council has continued to work with SunCentral Maroochydore Pty Ltd and Walker Maroochydore Developments Pty Ltd to further the development of the Maroochydore City Centre (MCC). Council's application to the Minister for a Ministerial Exemption to facilitate the continuation of a land disposal model has been approved by the Minister for Local Government. Council continues to work with its partners on a number of other matters within MCC, including Athletes Village for the Brisbane 2032 Olympic and Paralympic Games, parking and new developments. Council continues to engage with Sunshine Coast Airport Pty Ltd (SCAPL) regarding the existing contractual arrangements. Council has also been facilitating a service arrangement between SCAPL and UnityWater for the maintenance of water and sewerage assets within Sunshine Coast Airport. The Sunshine Coast Airport PDA Development Scheme has been approved by the Minister.
5.4.2	Continue to work productively with the other tiers of government, the private and community sectors on securing investment in and the delivery of the region's major infrastructure, services and program priorities.	25%			<p>During the quarter, over 40 projects under multiple funding programs were developed and submitted. Council has been successful in attracting over \$9 million of incoming grant funds on behalf of the community. The funding pipeline includes a further 20 applications that are either in the development phase or pending announcement.</p> <p>Council has also continued to advocate for the needs of the community in the lead up to the state general election to be held on 26 October 2024. This has included development of a State Election Advocacy document that has been utilised through online channels, industry engagement and presentations to cabinet and shadow cabinet members.</p>





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