

Sunshine Coast Council

**Report on Implementation**  
**Corporate and Operational Plans 2012 – 2013**

This page has been left intentionally blank

© Sunshine Coast Regional Council 2013.  
[www.sunshinecoast.qld.gov.au](http://www.sunshinecoast.qld.gov.au)  
[mail@sunshinecoast.qld.gov.au](mailto:mail@sunshinecoast.qld.gov.au)  
T 07 5475 7272 F 07 5475 7277  
Locked Bag 72 Sunshine Coast Mail Centre Qld 4560

**Acknowledgements**

Council wishes to thank all contributors and stakeholders involved in the development of this document.

**Disclaimer**

Information contained in this document is based on available information at the time of writing. All figures and diagrams are indicative only and should be referred to as such. While the Sunshine Coast Regional Council has exercised reasonable care in preparing this document it does not warrant or represent that it is accurate or complete. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material.

# Major Achievements

The 2012 – 2013 financial year was full of challenges and opportunities. We delivered a budget that cut red tape and helped grow businesses. Our focus has been on building the economy, improving services and minimising costs.

## Building economic sustainability

- Capital works programs to the value of \$146 million invested in community infrastructure.
- New business attraction – Tiger Airways, Zehnder Gluten Free, Stellar Asia Pacific, Bizfurn, Tough Mudder, 70.3 Half Iron Man, Half Marathon.
- Developed international relations for future business with New Zealand and China.
- Launched business leaders round table to grow the economy of the region.
- Won the Major Airport of the Year for 2011 and 2012 awarded by Australian Airports Association.
- Released a Draft Economic Development Strategy.

## Building environmental sustainability

- Progressed new Sunshine Coast Planning Scheme to final stage.
- Utilised \$3 million of the Environmental Levy funds for land acquisition to preserve our natural environment.
- Protected our premier beaches by sand pumping on Mooloolaba, Maroochydore and Noosa beaches.

## Building a sustainable community and lifestyle

- Undertook detailed planning to progress the Maroochydore central business district.
- Expanded the Caloundra Music Festival to include the Fringe Festival.
- Attracted international and national artists to the Floating Land Festival.
- New job opportunities for the region with the commencement of the Sunshine Coast University Private Hospital.
- Major developments and planning for sports complexes at Glasshouse Mountains, Sunshine Beach, Peregian Springs, Palmwoods and Caloundra.
- Free Christmas holiday buses and Council Cabs to help people move around the region.

# Vision

*To be Australia's most sustainable region - vibrant, green, diverse*

## Aspiration

A council the Sunshine Coast community is proud of.  
To achieve this we will:

- focus on the future
- connect with our community
- be transparent and accountable
- develop and nurture partnerships
- provide a great place to work.

## Vision and supporting themes



## How we are delivering on our Corporate Plan

The Corporate Plan is the core strategic document of the Sunshine Coast Council and identifies the priorities for council to 2014. It also guides council's decision making, budget operations and resource allocations.

Strategies from the Corporate Plan have been assessed as one of the following:

Status	Number
<b>delivered or on track</b> (strategy has been completed or work is continuing as planned and budgeted)	132
<b>other</b> (not started or work has been delayed)	2

Overall 98% of strategies in the Corporate Plan are delivered or on track and substantial progress has been made in delivering the Corporate Plan 2009 – 2014.

## How we are delivering on our Operational Plan

The Operational Plan underpins the Corporate Plan and reflects how the strategies from the corporate plan are linked to the organisation. It has a one year focus and details the important activities and projects that council will undertake for that period.

Status	Number
<b>completed</b>	159
<b>underway</b>	51
<b>not started</b>	0

Overall 75% of activities and projects were completed during the year. Items still underway are carried into the Operational Plan 2013 – 2014.

# Robust economy

## Emerging priorities

- A broad economic base
- Support for local businesses
- Infrastructure for economic growth
- A sustainable tourism industry
- A strong rural sector.

## Overview

Our quality of life is dependent on a strong economy and in planning for the future we need to be aware of the constraints and opportunities arising from global financial conditions. The region's economic base has been built upon its geography, natural resources and in particular the rural, tourism, construction and retail sectors. Council, through its economic development strategies, will continue to broaden this base to include creative and knowledge-based industries and clean, green businesses that lead to high value jobs and career opportunities.

## Major achievements

**Attracted** business, tourism and events including:

- Tiger Airways resumed its Melbourne–Sunshine Coast route, providing up to 2520 additional visitor seats weekly.
- Zehnder Gluten Free announced a \$5.3 million re-investment on the Coast, relocating its business to a facility at the Big Pineapple site. Its workforce will grow by an expected 68 new full-time positions.
- Stellar Asia Pacific contact centre established, with large federal government contracts and 280 new jobs expected for the Coast.
- BizFurn, furniture manufacturer, retained a presence on the Coast following council's commitment to grow the local economy and this has kept 80 local jobs.
- Tough Mudder, 70.3 Half Ironman and Half Marathon events secured, resulting in an injection to the economy.

**Organised** a business mission to Xiamen, China, led by Mayor Jamieson and Cr McKay, to meet key government and business contacts and attract new business to the region.

**Launched** the Business Leaders Round Table to provide a forum for discussing business on the Sunshine Coast.

## Other highlights

Major Events – positioned the region as a premier events destination through the finalisation of the Major Events Strategy.

Rural Futures – supported rural towns and industry through finalisation of the Rural Futures Strategy. This strategy aims to enhance agricultural production, tourism activities, rural lifestyles and our diverse natural assets to help strengthen the existing role of the hinterland as a location.

Partnerships – council partnered with Trade & Investment Queensland to deliver initiatives supporting business exports from the Sunshine Coast. Survey indicates that nearly 90% of businesses exporting from the Sunshine Coast are looking to expand their activities.

Building the economy – continued development and partnering with government and industry to progress Maroochydore Principal Activity Centre, Sunshine Coast University Hospital precinct and Sunshine Coast Airport expansion.

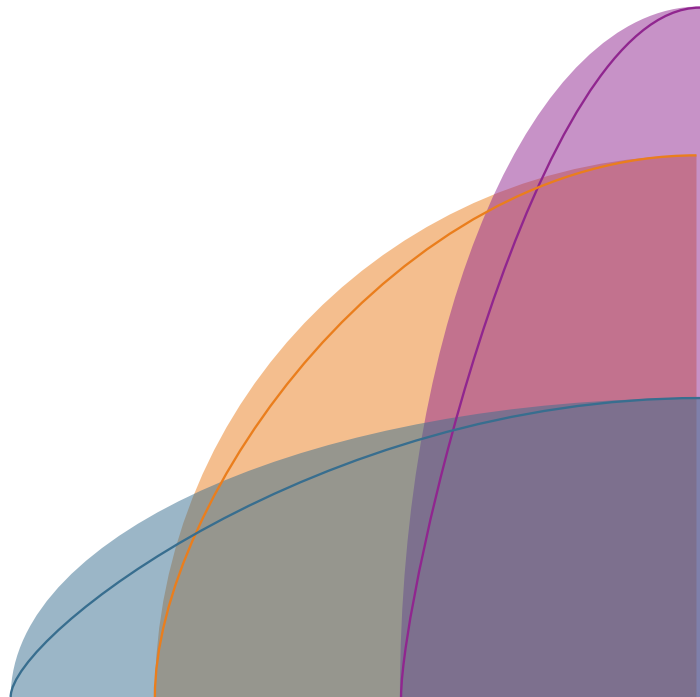
Capital works program – capital investment in community infrastructure represented a total injection of funds into the local economy of approximately \$146 million.

Development incentives – changed the way planning applications are handled including:

- no fees for pre-lodgement meetings – resulting in a 34% increase in meetings
- reduced application fees by 5% for all commercial, business and industrial land uses
- reduced application fees for seven selected land use types by 25%.

Build it and benefit scheme - introduction of the scheme to encourage new job creating developments with discounts on infrastructure charges.

Local businesses – council committed to supporting and growing local businesses through purchase of goods and services to the value of approximately \$200 million during the past year.



# Ecological sustainability

## Emerging priorities

- The impact of climate change
- Our natural environment preserved for the future
- Viable ecosystems that maintain biodiversity values
- Healthy waterways and foreshores
- Innovative programs to protect our ecology
- Environmentally friendly infrastructure and urban design.

## Overview

Council has a local and global responsibility to current and future generations to protect and enhance the quality of our environment. Preserving our natural environment will ensure that the unique biodiversity of the Sunshine Coast is maintained. In planning for the future, council will lead by example in valuing, promoting and protecting the ecological and diverse values of the region and addressing key environmental issues such as climate change, waste management and healthy waterways.

## Major achievements

**Invested** more than \$3 million on land acquisitions from the Environment Levy to preserve our natural environment for the future.

**Progressed** the Waste Minimisation Strategy:

- New collection contract called
- Upgraded Buderim Resource Recovery Centre
- Litter Management Strategy under development
- Trialed composting of green waste.

**Continued** to deliver Environmental Programs including:

- Living Smart and Glossies Awards.
- Green June – month-long festival focusing on living sustainably.
- Ecobiz – region now has more than 30 ecoBiz partners who have made efforts in reducing waste, energy and water and saved more than \$1 million in the process.

**Protected** our premier beaches by introducing sand pumping on Mooloolaba, Maroochydore and Noosa beaches.



## Other highlights

Environmental Grants – provided for major and minor environmental initiatives through council’s grant program.

Living Smart Schools – stage one completed with 50 schools involved across the region. The campaign helps residents save on household bills, reduce their ecological footprint, learn about backyard biodiversity and sustainable living.

Living Smart Awards – hosted by council and sponsored by University of the Sunshine Coast, Auzion Sustainable Solutions, Cleantech Industries, Unitywater, Seven Network and Sunshine Coast Daily. Known as “The Glossies”, the awards celebrate excellence in sustainability.

Koala habitat – council entered into a Conservation Agreement with the Queensland Government to protect and manage 15 council-owned reserves

as nature refuges. The reserves are located from Glass House Mountains to Pomona.

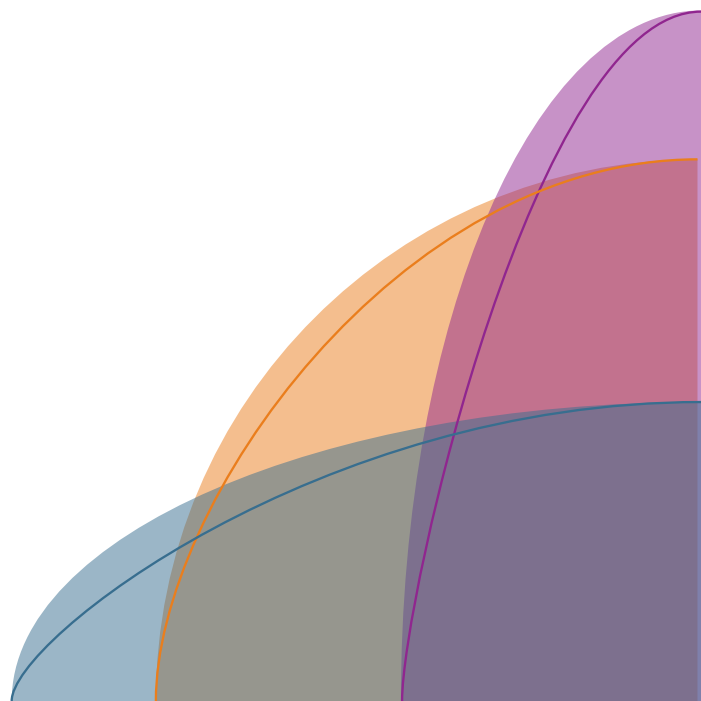
Secured a grant for \$464,023 from the Australian Government’s Caring for our Country Program for the Sunshine Coast Engagement and Critical Aquatic Habitat Project.

Implemented strategy and plan actions to manage:

- Climate Change and Peak Oil
- Energy Transition
- Biodiversity
- Waterways and Coastal Management
- Local Government Area Pest Management.

Implemented the following capital works programs:

- Parks and Gardens
- Coast and Canals
- Environmental Assets.



# Innovation and creativity

## Emerging priorities

- Partnerships and alliances that drive innovation
- The education sector as a catalyst for business development
- A creative and artistic region
- Council's working culture is dynamic, flexible and entrepreneurial.

## Overview

A culture of innovation and creativity will help brand the region, attract new investment and build on our competitive advantage. It will also ensure that Sunshine Coast communities are able to respond positively to the challenges of the 21st century. Council will develop partnerships and alliances to drive innovation, while also developing arts and cultural opportunities to help foster and encourage creativity.

## Major achievements

**Established** the Sunshine Coast Education and Training Consortium to coordinate the strategic direction of education services and career pathways in the region.

**Developed** and endorsed the Cultural Development Policy to guide council's influence and role within creative and cultural activities over the next five years.

**Attracted** a diverse range of international and national artists to the Floating Land Festival who collaborated with local artists to celebrate nature.

**Continued** the Regional Arts Development Fund which supported the visual arts, theatre, music, workshops and short film productions including:

- Cartelux Pty Ltd – The Music Café
- Motoyuki Niwa – Satoyama Arts Exchange Research Project
- The Maleny Celebration of Books Festival – Top Secret Storytellers Clubhouse.

## Other highlights

Council was recognised by industry awards in:

- Planning
- Architecture
- Environment

and won Australian Major Airport of the Year for the second year running.

Partnerships – council partnered with the Innovation Centre Sunshine Coast to provide businesses in the creative industry access to rent-free office space. Part of council's smartArts+ program, supported the growth of the Sunshine Coast's creative industries sector.

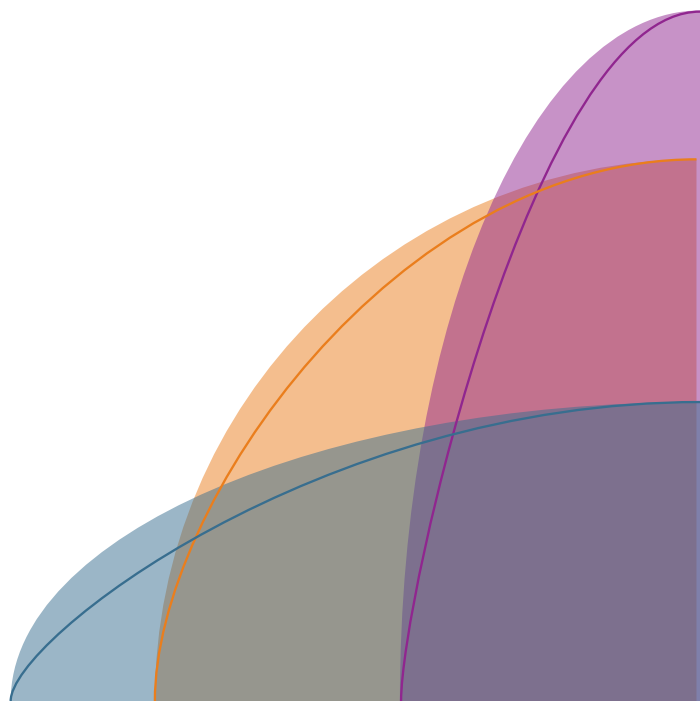
Artist Talk – a new initiative was launched by council for artists to nurture their creativity and connect with other local artists.

Public Art Guidelines – finalised guidelines which together with the Public Art Policy will progress partnerships on public art projects.

Art Exhibitions – 40 exhibitions with a value of approximately \$2.8 million were held across the region in the Caloundra and Noosa Regional Art Galleries and the Butter Factory Arts Centre, notably:

- Morocco: A Creative Journey
- Works by Lorna Fencer and David Paulson
- Insight: Hermannsberg Potters.

Sunshine Coast Art Prize (SCAP) – attracted some of the best contemporary and emerging artists in Australia. David Fairbairn from Wedderburn, NSW was the 2012 winner of the prestigious national SCAP 2D art prize.



# Health and wellbeing

## Emerging priorities

- Safe and healthy communities
- Active lifestyles.

## Overview

An active and healthy community is resilient and enhances people's quality of life. Council plays a role in community wellbeing through safety initiatives, preventative health and education programs, provision of community sport and recreational opportunities and facilitating community interaction. It also has responsibility for ensuring the region's preparedness to deal with natural disasters.

## Major achievements

**Entered** into partnership with Surf Life Saving Queensland after a review of council's Lifeguard Service. Lifeguard services were transferred to Australian Lifeguard Service, the professional arm of Surf Life Saving Queensland.

**Adopted** the Sunshine Coast Cemetery Plan 2012 – 2027 that sets a framework to guide the management, operation and planning of the region's cemeteries over the next 15 years.

**Turned** the first sod for construction of the Sunshine Coast University Private Hospital. Mayor Jamieson joined Premier Campbell Newman and local MP Jarrod Bleijie to mark the milestone. The hospital will be the centrepiece of the Oceanside Kawana Health Precinct, which will provide the biggest economic boost in the region's history. It will inject more than \$680 million a year into the local economy with the flow-on effect to benefit local businesses.

**Implementation** continued for:

- Skate and BMX Strategy
- Aquatics Plan
- Sport and Active Recreation Plan
- Recreation Trail Plan.

## Other highlights

Sports Complexes – major developments and advancements for sports complexes including:

- the Glasshouse Mountains Sports Complex Masterplan was endorsed by council. It provides a 15 year vision for the complex.
- the Girraween Sports Complex (Sunshine Beach) officially opened and hosts activities including soccer, Little Athletics, cycling, carnivals and fetes.
- the Ridges Sports Complex at Peregrine Springs became operational and provides a district level facility for community and school use.
- the Palmwoods Sports Complex Master Plan was adopted by council. The plan provides a 15 year vision for the sites and how they can be managed to ensure current and future needs are met.
- funding for the Caloundra Tennis Centre upgrade to a regional tennis centre catering for regional, national and international tennis events.

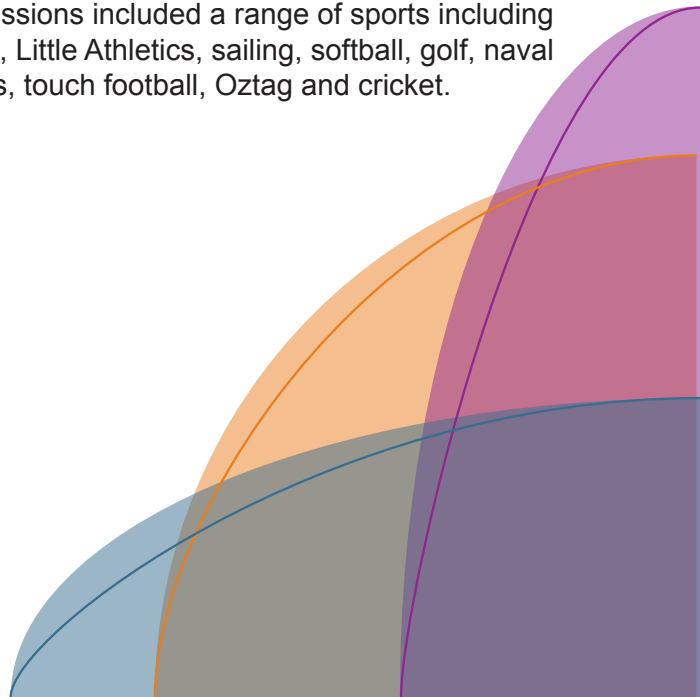
Disaster and emergency – information can now be accessed on smart phones and electronic tablets. Current warnings as well as emergency contacts, evacuation centre details, road closures and other disaster and emergency information for the region is available. This makes it easier for both residents and visitors to our region to know what is happening and what to do as weather unfolds.

Disaster response – council maintained an emergency operations team to provide a whole of region response to emergency events and disasters. This was demonstrated in the response to ex-tropical cyclone Oswald.

Active and Healthy Sunshine Coast program – contributed toward improving the health and wellbeing of the community with a suite of activities on offer including:

- Lift for Life program expanding to Caloundra which is a health and wellbeing initiative funded by the Australian government in partnership with local and national organisations such as the Heart Foundation and Fitness Australia.
- Kawana parkrun a regular, free event open to runners and walkers of all ages and fitness levels.
- Heart Foundation Walking across the coast with up to 70 free walks each week.

Come and Try Summer Sports session – primary school children were able to ‘test drive’ a range of sports at the Noosa Tewantin Sports Complex. Organised in partnership with Australian Sports Commission’s Active After-school Communities and Sport and Recreation Services, North Coast, the sessions included a range of sports including tennis, Little Athletics, sailing, softball, golf, naval cadets, touch football, Oztag and cricket.



# Social cohesion

## Emerging priorities

- Equity and opportunities for all
- Strong community groups and networks
- A sense of identity and belonging.

## Overview

Strong communities provide lifestyle choices, share ideas, provide mutual support, and celebrate their local identity and culture.

Relationships between governments, community and business sectors build trust and encourage sharing of ideas and resources. Through its social planning strategies and programs, council will help develop a sense of identity and belonging, promote and encourage interactions, ensure equal opportunities and provide information to help strengthen community groups and networks.

## Major achievements

**Implemented** strategy actions identified for:

- Youth
- Positive Ageing
- Affordable Living
- Reconciliation Action Plan
- Community Events and Celebrations
- Festive Season

**Commenced** construction of a multi-function community centre at Kawana Forest.

**Celebrated** Social Inclusion Week with a Community Connections Expo and Connect 4 Expo.

**Expanded** Caloundra Music Festival to include the inaugural Caloundra Fringe Festival which showcased some of the best local artistic talent.

**New partnership** with Stockland Shopping Centre Caloundra for Seniors Week.

**Supported** the development of the 'Hearspace' facility in Maroochydore which provides mental health counselling and other services to local youth.

**Incorporated** the Butter Factory Arts Centre into the Cooroy Community Precinct to provide a changing program of art exhibitions and provide a meeting space for community groups.

## Other highlights

Bulcock Street – stage two of the Bulcock Street Streetscape project was completed, making Caloundra's Village Laneway safer and more vibrant for local business owners and pedestrians. In addition to improved safety, added works will help encourage and support local community events such as the Sunday markets.

Sunshine Coast Libraries – during the year 3.3 million loans were issued. Programs and events held continued to be a success including:

- Author sessions
- Business workshops
- Writing workshops
- Health sessions
- School holiday activities
- Free eLibrary music and magazines.

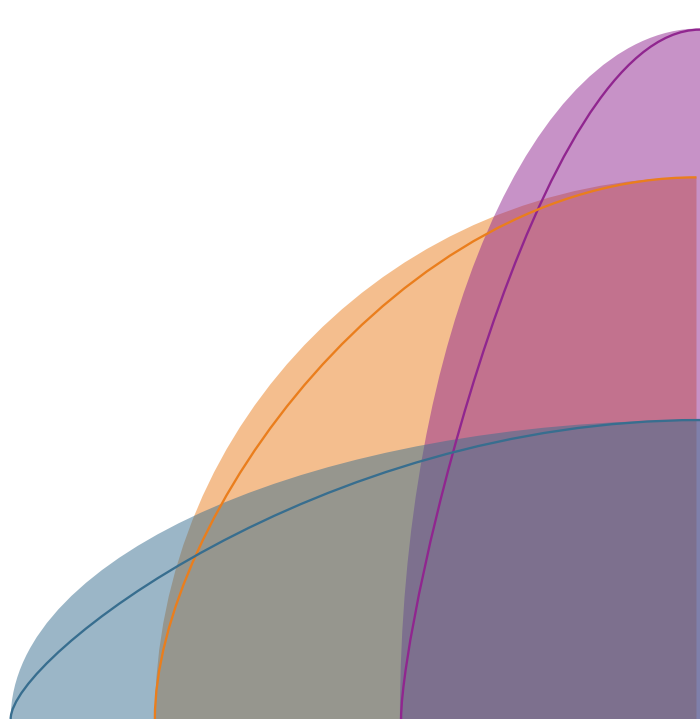
Volunteers – council is a member of Volunteering Sunshine Coast and engages more than 2500 volunteers across the organisation in areas such as:

- Libraries
- Art galleries
- Environment
- Mentoring.

Community parks – during the year council completed planning and works in many parks including:

- Keith Royal Park, Marcoola completed park improvements
- Leach Park, Golden Beach completed stage two works
- Lions Park, Noosa developed a staged plan for improvements
- Power Memorial Park, Mudjimba completed park improvements
- Settlers Park, Pacific Paradise completed stage two works.
- Tom Rickards Park, Buderim completed staged ecological rehabilitation
- Alexandra Headland Foreshore upgrade completed stage three and commenced design of stage four
- Buderim Village Park stage one works completed.

Seniors Week – new partnership with Stockland Shopping Centre Caloundra established to enhance activities for local seniors.



# Accessibility and connectedness

## Emerging priorities

- A transport system that allows ease of movement
- Better public transport
- Affordable access to contemporary communication services
- A community that recognises the importance of universal access and equity.

## Overview

People of all ages and abilities need to get around the region simply and easily in order to conduct business and go about their daily lives. Providing excellent public transport and reducing people's dependence on the motor vehicle will be a significant challenge in our large and dispersed region and council will focus on opportunities to contribute to and champion this outcome. By enhancing accessibility and communication networks, council will help to better share information, reduce our environmental footprint, create wealth and become more involved in community life.

## Major achievements

**Progressed** the Light Rail Project to a feasibility study and business case.

**Completed** projects to the value of approximately \$25 million under the Road Reseal and Rehabilitation Program including:

- Road Widening
- Pavement rehabilitation
- Bridges
- Roundabout installation
- Road reseals.

**Commenced:**

- Trials for free Wi-Fi in 24 locations
- Trials of flexi link on-demand bus service, at new locations, which connecting with existing public transport services
- Construction of new Maroochydore bus station, funded jointly by council and Queensland Government. The new bus station will ensure public transport can grow to meet the expected demand.

**Implementation** continued on:

- Active Transport Plan
- Sustainable Transport Strategy.

**Continued** to offer services such as free holiday buses over the Christmas period and Council Cabs for people over 60 and/or those with a disability.



## Other highlights

Marcoola streetscape – now provides priority to pedestrians and cyclists through the installation of traffic calming devices and other improvements including:

- Construction of the Rex Terrace roundabout
- Widening of footpath areas
- Relocation of above ground power to underground power
- Stormwater drainage upgrades
- Installation of public seating
- Provision of access stairs and ramps (for disabled and pram access)
- Road lighting upgrades
- Street tree planting and gardens
- Public art.

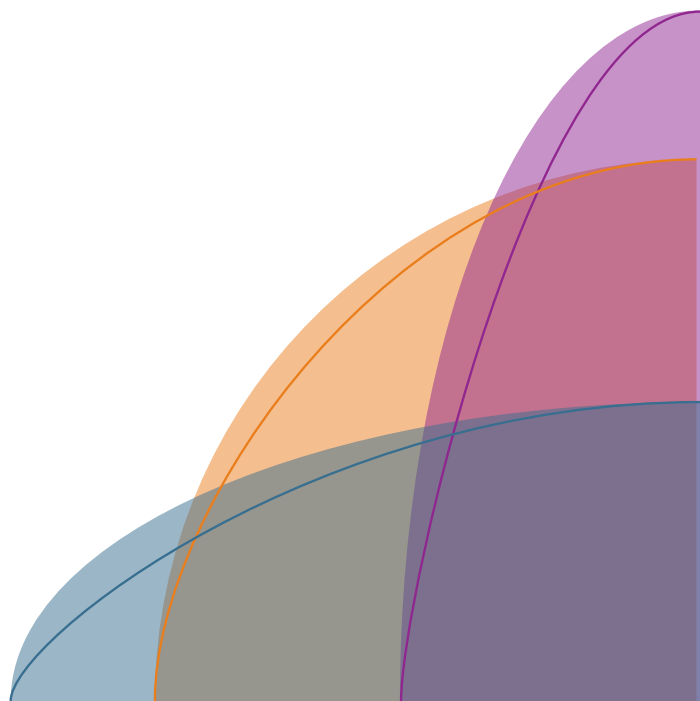
Coolum Village Streetscape – enhanced both the visual appeal and improved movement of pedestrians, cyclists and motorists. Stage four has been completed and included:

- a new roundabout at the intersection of David Low Way and Elizabeth Street
- a new centre planted median strip along David Low Way
- improved pedestrian refuge crossings
- street tree planting
- road lighting and drainage upgrades.

Guide to Public Transport on the Sunshine Coast – a free guidebook was developed by council with the latest information about public transport in and around the region. It includes tools, information and advice to get more people out of cars and using public transport. The guide shows people which services are accessible to them with journey planning maps, information on ticketing and zones, community service information and handy travelling tips.

Telecommunications infrastructure – achieved significant investment by major carriers in excess of \$25 million to improve the telecommunications infrastructure of the region.

Access and inclusion – pathways have been constructed and upgraded to meet access and inclusion objectives identified in the council's Access and Inclusion Plan.



# Managing growth

## Emerging priorities

- The areas for growth and renewal are clearly defined
- The heritage and character of our communities is protected
- Well designed and beautiful places
- Timely and appropriate infrastructure and service provision
- Council's services and assets meet the needs of our growing community.

## Overview

Managing growth on the Sunshine Coast positively contributes to the diverse lifestyle choices available to our community. The protection of our environmental, open space, heritage and community values are integral to our future. Council will pursue balanced planning and partnerships with developers, builders, designers and the community to deliver a high quality built environment within an outstanding natural environment.

## Major achievements

**Released** a Draft Planning Scheme for the Sunshine Coast for comment.

**Transferred** management of Stockland Park from Quad Park Corporation council to ensure this major sports precinct is fully integrated into the planning and delivery of the Kawana Town Centre.

**Adopted** the Cemetery Plan 2012 – 2027 to guide the management, operation and planning of the region's 19 cemeteries.

**Completed** the Local Heritage Places List and heritage mapping for inclusion in the Draft Sunshine Coast Planning Scheme.

**Continued** with planning of the Maroochydore central business district.

**Implemented** strategy actions to manage:

- Social infrastructure
- Open space.

**Introduced** a wide range of improved services in development services from free pre-lodgement meetings to electronic lodgements.

## Other highlights

Draft Planning Scheme – prepared as a framework for managing development on the Sunshine Coast. It sets council's intention for future development over the next 20 years. Following the public consultation period, formally made submissions were considered and recommended changes will be considered by council.

Precinct Management – council is managing high profile areas by continuously monitoring both the physical area and community needs. In the latest move, an additional 10 precincts have been added to the inspection program bringing the total number of precincts managed to 16.

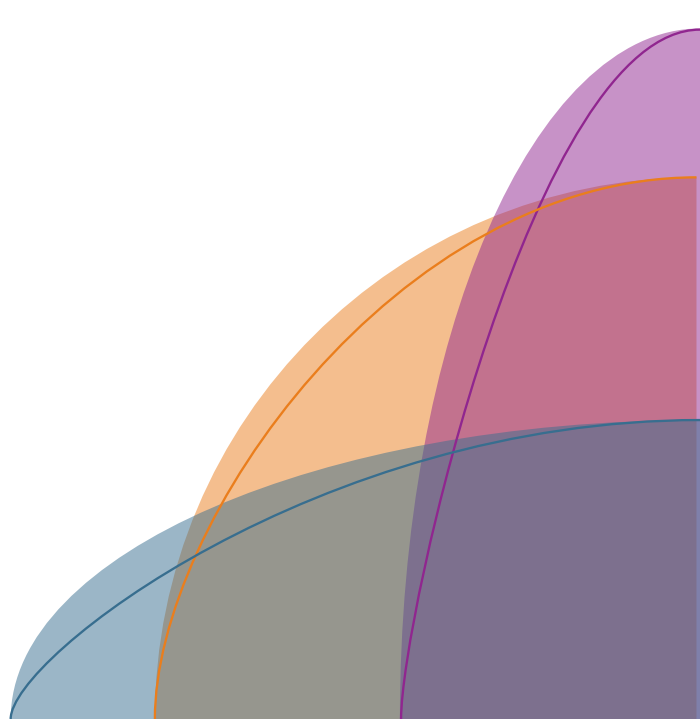
Encouraging development – council adopted Temporary Local Planning Instruments (TLPI) for Sippy Downs and Kawana to help stimulate development and increase jobs. This kick-started development of the Sippy Downs Town Centre, including the business and technology park. The TLPIs have reduced red tape in assessing development in these areas.

Caloundra Aerodrome Master Plan – was adopted by council following the Queensland Government's decision for Caloundra Aerodrome to stay in its current location. The plan will secure its future, ensure it is well-designed and provide certainty to on-site business operators, neighbours and surrounding communities.

Maintenance and service provision – council maintains over 4000 kilometres of road, 13,000 hectares of parks and reserves and collects 275,000 tonnes of waste.

Implemented the following capital works programs:

- Building and Facilities
- Fleet Capital.



# Great governance

## Emerging priorities

- Ethical, accountable and transparent decision-making
- Effective business management
- Strong financial management
- Highly skilled, engaged and valued workforce
- Advocacy and partnerships
- An informed and engaged community
- Excellence in customer service.

## Overview

Council aspires to be recognised as a highly regarded and reputable organisation. We have an obligation to show leadership and engage with the community, operate according to the law, ensure professional and ethical standards and plan services to meet the needs of current and future generations. Great governance will allow council to achieve these goals and build community trust and pride in our organisation.

## Major achievements

Continued to maintain a strong financial position. This was independently rated by Queensland Treasury Corporation.

Engaged with the community on a number of projects including the Local Law Review, Draft Planning Scheme and Economic Development Strategy.

Implemented a system to allow applicants to lodge all types of development applications electronically to fast track development approvals.

New Corporate Plan - work has commenced to develop a new Corporate Plan with council taking steps to re-commit to the vision "To be Australia's most sustainable region – vibrant, green, diverse."

Launched the first Community Plan Sustainability Indicators Report. The report provides a review of how the region is tracking in a range of areas.

Received more than 100,000 requests for service from the community.

## Other highlights

Organisational review – as part of the Value and Success process, an organisational review was undertaken with the aim of driving greater efficiencies in the organisation. The organisational review identified:

- Upcoming key strategic and operational challenges.
- Initiatives that will ensure council is able to deliver its strategic objectives in the current financial environment.
- A revised organisational structure with recommendations for achieving efficiencies and positioning the organisation to meet future challenges in line with its strategic focus.

New organisational structure – council determined a new structure which will streamline operations and better enable it to deliver on strategic priorities. The new structure includes five departments with a greater focus on flexibility to meet the changing needs of the region.

De-amalgamation - processes for the de-amalgamation of the Sunshine Coast Council were progressed with the Queensland Government in accordance with the regulation and methodology prescribed by the State Government.

Business Continuity Plans – developed plans for the top seven priority areas to improve council's ability to continue to operate in the event of a disaster.

Regional Development Australia (RDA) – appointment of Mayor Mark Jamieson and CEO John Knaggs to RDA Sunshine Coast committee. RDA committees are non-profit community-based incorporated associations providing a strategic framework for economic growth and community development in their region.

Advocacy and partnerships – continued to foster partnerships already in place and build new partnerships. These partnerships include working with local businesses to gain better access to tendering and supply opportunities associated with construction of the Sunshine Coast University Hospital.

Implemented the following capital works programs:

- Information Communication Technology Services
- Strategic Land and Commercial Properties
- Holiday Parks.

