





Operational Plan Activities Report Quarter 1, 2021/22

Quarterly Progress Report







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	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.1.1	Deliver the Healthy Sunshine Coast program to increase physical activity levels in the community through low cost or free activities and workshops.	01/07/2021	30/06/2022	25%			During the first quarter, Healthy Sunshine Coast continued to be delivered against a backdrop of the COVID-19 pandemic and other restrictions that continued to impede class attendance. An external review has commenced to determine how Council's flagship health and wellbeing program can be best delivered and the broader health and wellbeing actions be undertaken to achieve the goals of the Sunshine Coast Community Strategy 2019-2041. The review's recommendations are expected in late 2021. Interest in the program continues with more than 100 people, each month, joining the program.	CD: Community Development
1.1.2	Promote Ride and Walk to School events to increase awareness and participation in walking and cycling to school to encourage physical activity, reduce traffic congestion and improve road safety within school precincts.	01/07/2021	30/06/2022	25%			New updated Bluetooth gateway readers were installed in nine schools. These devices will capture signals of students riding to school. We have rejuvenated and finalised iOS and Android Application software for the Ridescore App. This allows parents to register their children on Smartphone devices. The Ridescore program will be relaunched in Term 4. The Senior Cycle Skills for Over 50's program (supported by a Department of Transport and Main Roads Cycle Network Grant), was rolled out across the region. Coaching was provided by the Australian Cycling Academy squad members and the Travel Behaviour Change Team.	TIM: Transport Infrastructure Management



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

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.2.1	Coordinate the delivery of Council's Transport Levy policy and projects including encouraging sustainable travel choices through travel behaviour change programs and connecting our local communities by supporting transport services such as Council Link, Flexi Link and Kenilworth Transport Service.	01/07/2021	30/06/2022	25%			Implementation of Transport Levy 2021/22 initiatives commenced and are progressing. External contracts and resources are being established and monitored.	TIP: Transport & Infrastructure Planning
1.2.2	Undertake trials of new parking technologies that help monitor parking usage and duration to inform options for future parking management solutions.	01/07/2021	30/06/2022	15%			<p>A Smart Parking Technology Plan is being developed to assess the current levels of 'smart' in our existing off-street car parks and to develop a program to improve levels of usage and capacity reporting across a suburb, creating consistency in the level of car park usage reporting. This is anticipated to significantly improve parking service delivery, and also hit targets of the Integrated Transport Strategy to achieve a 'connected, smart, integrated, safe and efficient transport system'.</p> <p>A six-month trial of new smart parking meter technology has been commissioned for the Maroochydore City Centre ground level car park. The meters will provide live usage data of the car park remotely and allow Council to improve parking service outcomes at this site. We seek to implement smart parking meters in some regional and urban locations across Sunshine Coast, as informed by current operational parking demand and the Smart Parking Technology Plan.</p> <p>Work has continued to progress implementation of smart parking meters at Woombye, reflecting real measured use of parking in the area and informing the Woombye placemaking project of potential parking changes within the area.</p>	TIM: Transport Infrastructure Management
1.2.3	Trial the use of regulated parking technology to provide a safer working environment while supporting safe parking and vehicle turnover in our local communities.	01/07/2021	30/06/2022	20%			<p>The scope of works has been completed and now progressing to purchase technology. The next steps for the project include the identification of administration requirements, integration with Council systems and processes, officer training, and planning for patrol routes. A communications action plan has been designed to ensure that the community is aware and has an understanding of the implementation of the new parking enforcement vehicle and its benefits.</p>	CR: Customer Response









Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.2.4	Implement prioritised actions from the Sunshine Coast Sport and Active Recreation Plan 2011-2026 including: issuing civil works package at Honey Farm Sport and Recreation Precinct; completion of the equestrian arena upgrade at Nambour Showgrounds; and delivery of Works for Queensland (COVID -19 stimulus projects) for a range of sports facilities, including major upgrades to Palmwoods AFL/Cricket grounds and Yandina Cricket grounds.	01/07/2021	30/06/2022	25%			Significant civil and bulk earthworks commenced at the Honey Farm Sport and Recreation Precinct including development of road network, drainage swales and culverts. Delivery of Works for Queensland stimulus projects continued, including the opening of Yandina Cricket Clubhouse upgrade and newly built Palmwoods AFL/Cricket Clubhouse both held in September 2021.	SCV: Sports and Community Venues
1.2.5	Implement prioritised actions from the Sunshine Coast Aquatic Plan 2011- 2026 including: commissioning of the Nambour Splash Park and Water Slides; completing the Kawana Aquatic Centre Master Plan review and stage 1 detailed design; and finalisation of development plans for Cotton Tree and Caloundra Aquatic Centres in readiness for tenure renewals at 30 June 2022.	01/07/2021	30/06/2022	25%			Some further delays have been encountered with the delivery of Nambour Aquatic Centre splash park and waterslides due to further rock breaking required and COVID-19 pandemic related delays in the manufacture of slide equipment. The splash park is anticipated to be open before the end of 2021, with waterslide delivery now anticipated in early 2022. Cotton Tree and Caloundra Aquatic Centre Development Plans have been finalised in readiness for tenure renewals in mid-2022. Detailed design process for stage one of the Kawana Aquatic Centre development is underway.	SCV: Sports and Community Venues
1.2.6	Implement prioritised projects and programs from the Sunshine Coast Library Plan 2014-2024 and the Library Network Plan 2019-2041 including delivery of programs that support life-long learning and planning for the delivery of new and refurbished libraries at Caloundra, Nambour and Sippy Downs.	01/07/2021	30/06/2022	25%			This quarter, more than 11,800 people participated in online library programs and 2458 attended programs held in branches. With the easing of COVID-19 pandemic health directions, libraries reinstated the radio-frequency identification (RFID) returns shelves, releasing staff from back of house duties and into the library to work with customers. The Toy Library service reopened and the community outreach service with pop-up libraries and early literacy sessions recommenced. The Adult Literacy Service provided tutoring to 94 students in a mix of face-to-face and online sessions. Heritage Library staff presented the Fay Miller-Sunny Brae collection at a National Archivist conference. Operational planning for the new Caloundra district library continued.	AHL: Arts, Heritage and Libraries

An inclusive community, with opportunities for everyone







Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.3.1	Implement key actions from the Sunshine Coast Innovate Reconciliation Action Plan 2021-2022 and develop a new Stretch Reconciliation Action Plan that supports social and economic opportunities for the Aboriginal and Torres Strait Islander community of the Sunshine Coast.	01/07/2021	30/06/2022	25%			Key actions outlined in the Sunshine Coast Reconciliation Action Plan 2021-2022 have progressed. Council has supported a number of First Nations' events including its annual NAIDOC flag raising, the Sunshine Coast NAIDOC family fun day and community events such as the monthly Sunshine Coast First Nations Accord (corporate round table) and Sunshine Coast First Nations community meetings. A fire country initiative (cultural burning exercise) was facilitated by Council with The Firesticks Alliance, local Traditional Custodians and neighbouring First Nations groups.	CD: Community Development
1.3.2	Manage the Youth Council program to foster youth civic leadership and active contribution addressing community issues and opportunities for young people.	01/07/2021	30/06/2022	25%			Since completing the expression of interest process and receiving over 30 applications for the Youth Council, the 15 members commenced the two-year program in June 2021. Objectives of the Youth Council are to create opportunities that educate members on the role and functions of local government, advocate for issues and ideas that relate to young people and collectively deliver on activities and projects that support or celebrate the youth of the region. Youth Council members are currently working on delivering a community engagement project to ensure youth on the Sunshine Coast are engaged and their input is captured to deliver on priority areas. The Youth Council has met three times this quarter.	CD: Community Development
1.3.3	Convene the Multicultural Advisory Group to provide expert advice, leadership and an ongoing framework for communication and consultation to support the delivery of initiatives and outcomes that foster inclusion and diversity within the community.	01/07/2021	30/06/2022	25%			The Multicultural Advisory Group continues to meet bi-monthly with membership now including First Nations representation. Members are currently advising on anti-racism strategies, investigating the Welcoming Cities framework for Council's consideration, assisting with community engagement approaches for the review of the Multicultural Welcome Hub, and supporting partnership development for the Migrant Work Ready program.	CD: Community Development

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.3.4	Implement Council's Community Engagement Policy and Framework including enhancing the capabilities across Council's workforce in engaging with our diverse communities.	01/07/2021	30/06/2022	25%			This quarter, Council launched its new 'Have your Say' online engagement platform, offering an exciting range of participation tools and features to enhance community engagement projects and creative ways of engaging with the community. Council employees continue to be updated on the objectives and processes for best practice engagement, as contained within the Community Engagement Policy and Framework.	CD: Community Development

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











Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.4.1	Implement key actions from the Sunshine Coast Community Strategy 2019-2041 Action Plan in collaboration with partners and key stakeholders to advance our shared goal of a strong community through to 2041.	01/07/2021	30/06/2022	25%			Work continues on progressing the planning, engagement and recommended provision of community facilities as the region continues to grow. A community venues audit project was established to understand the needs and capacity of the network of community facilities to inform and support current and future population growth and connection to people and programs.	CD: Community Development
1.4.2	Provide support to the community and other not for profit organisations in the delivery of resources, facilities and services that meet the needs of communities through the grants program.	01/07/2021	30/06/2022	25%			Council funded 256 applications through its Community Grants Programs (Councillor Discretionary Funding, Individual Development, Regional Arts Development Fund [RADF], Community Partnership Funding Program, Sports Field Maintenance Program, Recreational Trails Partnership Program and Environment Levy Partnerships). A total of \$2,517,398 was allocated through grants to a range of projects and activities that contribute to the achievement of Council's vision for the region.	CD: Community Development
1.4.3	Implement priority activities from the Integrated Transport Strategy including the delivery of the supporting Road Safety and Roads Plans and the update to the Active Transport Plan.	01/07/2021	30/06/2022	25%			Work to develop the updated Active Transport Plan is underway and progressed during the quarter, with a review of past decade achievements as well as beginning to identify network 'gaps' and needs. Development of the roads plan is continuing with a preliminary draft anticipated in late 2021.	TIP: Transport & Infrastructure Planning
1.4.4	Review the results of the community engagement process for the draft Sunshine Coast Mass Transit options analysis and finalise the options analysis for consideration by Council.	01/07/2021	30/06/2022	25%			The results of the community engagement process have been analysed, with outcomes incorporated into the Sunshine Coast Mass Transit Options Analysis Report to be considered by Council at a Special Meeting on 20 October 2021.	UGP: Urban Growth Projects







Creative and innovative approaches to building a strong community





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.5.1	Implement priority activities from the Sunshine Coast Arts Plan 2018-2038 including delivery of the Regional Arts Development Fund, supporting the implementation of the Regional Arts Infrastructure Framework and delivery of the Sunshine Coast Regional Gallery Program (including the Sunshine Coast Art Prize).	01/07/2021	30/06/2022	25%			A total of 22 applications were received under the Regional Arts Development Fund, and seven local artists were awarded \$39,587. The 2021 Sunshine Coast Art Prize was announced and \$25,000 first prize awarded at Caloundra Regional Gallery on 23 September 2021. The Art Collection continued to be showcased with 125 collection works displayed in public spaces and the acceptance of 31 donated pieces into the collection. The Keeper Project, Coolum employed 10 artists, attracted 34 participants and was experienced by 16,000 attendees across 50 events. Work continues on the development of the Caloundra Regional Gallery business case as part of the Caloundra Centre Master Plan.	AHL: Arts, Heritage and Libraries
1.5.2	Deliver the Sunshine Coast's premier multi-arts Horizon Festival for 2021 to celebrate place, encourage community participation and provide opportunities to present and build capacity for our local arts sector.	01/07/2021	30/06/2022	25%			The 10-day long 2021 Horizon Festival was adapted in response to impacts of the COVID-19 lockdown in August 2021. The response included moving some programming to the 2022 Horizon Festival, changing the dates and formats of other programming to be delivered over a four month period until December 2021. This quarter, simplified versions of 10 events scheduled within the program were delivered. Council supported the sector despite the cancelled or postponed events by ensuring all contractual arrangements in place with local suppliers and businesses were honoured and all artists and presenters received proportional payment to compensate for work already developed for showcasing at the 2021 Horizon Festival.	AHL: Arts, Heritage and Libraries
1.5.3	Develop the annual Heritage Levy program to support the implementation of priority activities and projects identified in the Sunshine Coast Heritage Plan 2021-2031 including; planning for the Sunshine Coast Regional Collection Store, development and delivery of an annual program of events and activities to activate Bankfoot House, building the capacity of the region's network of heritage community organisations, and support to First Nations priority projects.	01/07/2021	30/06/2022	25%			This quarter, the Heritage Levy program delivered the launch of an inaugural Historian in Residence program with two projects currently underway. The digitisation of the Bill Robinson collection allowed the collection to be more accessible to the public. Bankfoot House has been repainted and garden elements that had deteriorated including pathways and seating were reconstructed for improved accessibility. Professional development and support programs for local museums, including collection and conservation reports were provided. Grants totaling \$166,000 were provided to community groups. Regional museum marketing campaigns have been developed, and interpretive projects in Woombye, Coolum Beach, Landsborough and Dicky Beach are progressing.	AHL: Arts, Heritage and Libraries

Corporate Plan Goal : Our environment and liveability





A resilient region shaped by clever planning and good design

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.1.1	Progress priority activities from the Environment and Liveability Strategy 2017 five-year implementation plan including: developing a climate risk mitigation framework building community capacity to positively respond to climate change.	01/07/2021	30/06/2022	25%			Implementation of the Environment and Liveability Strategy 2017 has continued and this quarter included a climate risk pilot project being delivered in partnership with Noosa Council to better understand the climate-related risks and opportunities for the broader region. The project is supported through funding from Local Government Association of Queensland and the Queensland Government.	ESP: Environment and Sustainability Policy
2.1.2	Prepare a strategic directions position paper for the new planning scheme and undertake preliminary community consultation to inform the drafting of a scheme.	01/07/2021	30/06/2022	25%			Progress towards a draft regional and local strategic directions position paper has continued. The Community Reference Group was established on 19 August 2021 to provide input and guidance about best ways to engage with the community. Planning and preparations for the preliminary consultation phase is underway including integration of input provided by Community Reference Group.	SP: Strategic Planning
2.1.3	Consult with parties to the Palmview Infrastructure Agreement on the potential need for change, to ensure that all parties are clear on obligations under the infrastructure agreement.	01/07/2021	30/06/2022	25%			The amendment of the Palmview Infrastructure Agreement represents a risk to Council if the required infrastructure is not built at the appropriate time and standards to meet community needs.	UGP: Urban Growth Projects
2.1.4	Continue to work with the State Government to advance the structure planning for Beerwah East Major Development Area.	01/07/2021	30/06/2022	25%			Council continued to work in collaboration with the Queensland Government to progress the project to the next phase.	UGP: Urban Growth Projects
2.1.5	Identify stormwater assets for updating of Council's asset register to better shape the appropriate levels of service for asset maintenance and rehabilitation.	01/07/2021	30/06/2022	25%			This quarter, Council inspected 1300 metres of stormwater pipes via CCTV and assessed the structural condition of 310 drainage pits. Seven flooding and drainage investigations were undertaken and a response was provided to 97 customer service requests. Three new pipe relining contract packages were finalised.	TIM: Transport Infrastructure Management



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.1.6	Deliver place-making initiatives, including Eumundi Town Centre and Woombye streetscaping projects.	01/07/2021	30/06/2022	35%			Eumundi Town Centre and Woombye streetscaping projects are underway with stages of the community engagement process and draft concept designs completed. Further community engagement for the Eumundi Town Centre project will take place in late 2021 to enable the detailed design. Construction is anticipated to commence for both projects in the first half of 2022.	DPS: Design and Placemaking Services
2.1.7	Provide effective, timely and coordinated planning, preparedness, response and recovery for the region in response to disaster events.	01/07/2021	30/06/2022	25%			<p>Disaster Management has conducted the annual review of the Local Disaster Management Plan in accordance with legislated requirements and have submitted to the Office of Inspector General Emergency Management, Queensland Government. The Plan is consistent with current district and state plans for planning, preparation, response and recovery. This ensures that the Sunshine Coast Local Disaster Management Group have a response and recovery capability for our community and region.</p> <p>Council has also conducted the annual disaster management exercise, which allows the Local Disaster Management Group to practice, prepare and maintain our excellent relationships with our emergency service partners.</p> <p>Council, in partnership with the Deaf Services Organisation, have delivered a Deaf and Hard of Hearing Community Disaster Preparedness Forum, which assists our community members with particular vulnerabilities to plan and prepare for risks and hazards that they may be exposed to in our region.</p> <p>Council launched the 'Get Ready Sunshine Coast' podcast. This initiative is a first for Queensland and is receiving excellent reviews and credit from both Queensland Government and Australian Government leaders.</p>	SF: Specialist Functions
2.1.8	Conduct a Strategic Fire Risk Review to improve the Council's strategic, tactical and operational response to fire management.	01/07/2021	30/06/2022	75%			Council has engaged a consultant to deliver a fire risk review. The final product is expected to be received in late 2021, for review and consideration in early 2022.	EO: Environmental Operations



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.1.9	Implement the Coastal Hazard Adaptation Strategy through: informing the development of the new planning scheme; undertaking dune protection, enhancement and management in identified areas; and seeking external funding opportunities to establish program partnerships and collaboration.	01/07/2021	30/06/2022	25%			The Coastal Hazard Adaptation Strategy was formally accepted by the Queensland Government and as part of implementation, work continues to embed the hazard and risk assessment information into appropriate planning and decision-making processes, including the integration of hazard risk considerations into the new planning scheme process.	ESP: Environment and Sustainability Policy
2.1.10	Plan for the protection of the Regional Inter-urban Break in perpetuity to secure the environmental, production and recreation values through: advocating for its retention at current extent; identifying and acquiring strategic land; and implementing the Inter-Urban Break Outdoor Recreation Plan with partners.	01/07/2021	30/06/2022	25%			Planning and advocacy to the Queensland Government continued for the ongoing protection of the Regional Inter-urban Break as one of Council's major green spaces. Implementation of the Inter-urban Break Outdoor Recreation Plan has continued and included preliminary discussions with peak bodies in regard to motorised activities.	ESP: Environment and Sustainability Policy

Protection and enhancement of our natural assets and distinctive landscapes





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.2.1	Coordinate the delivery of Council's Environment Levy including: the strategic land acquisition program; environment levy partnerships and grants; and external education and compliance programs for erosion and sediment control.	01/07/2021	30/06/2022	25%			Implementation of Council's 2021/22 Environment Levy Program commenced and included the allocation of \$610,000 to support partnerships with 19 environmental community groups who are assisting in the protection and enhancement of our natural environment.	ESP: Environment and Sustainability Policy
2.2.2	Complete the upgrade and replacement of the ageing groyne field at Maroochy River to protect the natural assets.	01/07/2021	30/06/2022	25%			Planning for stage two commenced a with current focus on amended approvals to extend the linking wall between two most southern groynes.	PD: Project Delivery

Responsive, accessible and well managed assets and infrastructure



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.3.1	Implement Blue Heart Sunshine Coast in partnership with Unitywater and the State Government including delivery of the Blue Carbon Pilot project; land acquisitions and land management activities.	01/07/2021	30/06/2022	25%			A collaborative research partnership proposal to support baseline data collection for the Blue Heart's Blue Carbon Pilot project is being progressed. An access feasibility study is being progressed at the Coolum Creek Wetlands site.	ESP: Environment and Sustainability Policy

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.3.2	Deliver key demonstration sites to improve the management and reduction of weeds including adoption of different weed management practices.	01/07/2021	30/06/2022	15%			Demonstration sites have been identified and scoped. The invasive weeds taskforce has been formed and met in early September 2021 to discuss a range of actions to be delivered.	EO: Environmental Operations

Transitioning to a sustainable and affordable way of living



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.4.1	Implement the Street Tree Master Plan to protect, enhance and sustain the region's existing and future street tree network through better selection, placement and care of these environmental assets.	01/07/2021	30/06/2022	25%			Implementation of the Street Tree Master Plan continued and this quarter a total of 543 trees planted. The Councillor 'free tree' days were undertaken, with one event held at the Nambour Administration Building forecourt on the Corner of Currie and Bury Street, Nambour, with 174 residents in attendance. Council maintained and serviced a total of 2158 existing trees. This includes mulching, pruning stake and strap adjustment, and weed control across the region.	P&G: Parks and Gardens
2.4.2	Lead a Biosphere nomination to UNESCO for the Sunshine Coast to be designated as an international site of excellence.	01/07/2021	30/06/2022	25%			The nomination has received both Queensland and Australian government support and has been submitted to UNESCO for consideration. Work to plan and prepare to become a Biosphere in June 2022 is progressing and includes a Biosphere Performance Measurement and Management Framework, governance arrangements and branding.	ESP: Environment and Sustainability Policy





A reputation for innovation, sustainability and liveability

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.5.1	Evaluate and assess the potential for increased kerbside food organics/garden organics (FOGO) collections, integration into the next generation waste collections contract and the effect this will have on future landfill diversion rates.	01/07/2021	30/06/2022	50%			The next generation waste contract was awarded during the quarter and commences in July 2022. It includes the ability to introduce Food Organics Garden Organics (FOGO) collections. A consultant has been engaged to develop a business case for FOGO.	WRM: Waste and Resource Management







Corporate Plan Goal : Our resilient economy



Strong economic leadership, collaboration and identity

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.1.1	Implement priority activities and projects from the Regional Economic Development Strategy Implementation Plan 2019-2023 to drive further progress towards the delivery of a resilient and strong economy for the Sunshine Coast region.	01/07/2021	30/06/2022	20%			<p>Key initiatives undertaken this quarter include:</p> <ul style="list-style-type: none"> • The first cohort of the SunRamp HealthTech Accelerator program successfully graduated • the Buy Local Sunshine Coast campaign and initiative was launched • support was provided for the 2021 Sunshine Coast Business Awards with 133 finalists announced from 187 entries • the Local Business Support Program delivered tailored and specialist advice to 2336 businesses across the region • there were 15 events delivered in support of the Regional Economic Development Strategy, involving 549 participants and included the Smart Building Design and Cleantech Networking Event, two Manufacturing Excellence Forum sessions • the Cleantech Industries Sunshine Coast industry group led the Sustainability in Business Sustainable Development Goals (SDGs) Game workshop in July 2021 • the ASPIRE circular economy platform continued to be rolled out with the landmark of 100 companies • place activation initiatives for the identified areas of Caloundra, Mooloolaba and Coolum Beach continued, including the confirmation of Christmas events and • the Retail Activation Program, and to support one of the region's key growing industry clusters in the region, assistance was provided to further the creation of a new information and communications technology (ICT) industry association. 	ECDEV: Economic Development



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.1.2	Enhance the sports industry through the Sport Industry Development Program that maximises the use of existing assets and enhancing the region's capabilities through event attraction, training camps, targeted promotion, industry development and research.	01/07/2021	30/06/2022	25%			<p>This quarter, Council has worked to maximise the use of existing assets and enhance the region's sporting capabilities by:</p> <ul style="list-style-type: none"> supporting the establishment of one new event and hosting discussions regarding four more events accommodating several training camps, and renegotiating others that were postponed due to the COVID-19 pandemic hosting three familiarisation tours to showcase the region to key decision-makers driving five industry development initiatives, and partnering with the University of the Sunshine Coast on a scoping analysis of the local events industry. 	ECDEV: Economic Development
3.1.3	Provide financial support to Visit Sunshine Coast to underpin its activities to promote the Sunshine Coast as a tourism destination.	01/07/2021	30/06/2022	25%			A financial agreement for 2021/22 is in place between Visit Sunshine Coast and Council. Payments are being made in accordance with this agreement and Council's allocated budget.	ECDEV: Economic Development



New capital investment in the region

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.2.1	Develop the business case for a new Caloundra Regional Gallery as part of the implementation of the Caloundra Centre Master Plan 2017.	01/07/2021	30/06/2022	25%			The strategic assessment stage of the business case progressed during the quarter and is anticipated to be completed in late 2021. The preliminary evaluation is expected to be completed in early 2022.	MPSP: Major Projects and Strategic Property
3.2.2	Progress preliminary feasibility and design for the Community and Creative Hub Precinct in alignment with the Caloundra Centre Activation Project and Caloundra Centre Master Plan 2017.	01/07/2021	30/06/2022	25%			The second round of community engagement process was completed in June 2021. Detailed design is awaiting the outcomes of Caloundra Regional Gallery business case which will confirm the size and location of the new gallery.	MPSP: Major Projects and Strategic Property
3.2.3	Work with Walker Maroochydore Developments Pty Ltd and SunCentral Maroochydore Pty Ltd to support the implementation of the Maroochydore City Centre Development Agreement to advance the delivery of a contemporary city centre for the Sunshine Coast.	01/07/2021	30/06/2022	25%			Implementation of the Maroochydore City Centre Development Agreement is progressing as per project milestones. Designs for the first development sites are progressing with development applications anticipated to be submitted to Economic Development Queensland next quarter.	MPSP: Major Projects and Strategic Property



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.2.4	Leverage the Sunshine Coast International Broadband Network, the cable landing station and the regional cyber node to drive new business entrants to the Sunshine Coast through targeted marketing campaigns, briefings to interstate and international key partners and potential clients, and inbound business delegations.	01/07/2021	30/06/2022	25%			To drive new business investment enquiries into the region and promote the Sunshine Coast as a smart place for business, production of stages 2, 3 and 4 of the 'Give your business a boost of Vitamin SC' video campaign has been completed. This campaign leverages the Sunshine Coast International Broadband Network and will be launched early next quarter and promoted via Google Ads, Storytelling blogs, Facebook, LinkedIn and advertorials. Additionally, in partnership with Open Insurance, Council placed an advertorial in Smart Company magazine to demonstrate how scale up Fintech companies could be based and grow on the Sunshine Coast.	ECDEV: Economic Development

Investment and growth in high-value industries





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.3.1	Work with key stakeholders to identify investment opportunities, undertake marketing activities and support investment projects across the region's high value industries including updating of the Sunshine Coast investment prospectus.	01/07/2021	30/06/2022	25%			The Sunshine Coast Commercial Property digital campaign went live on 27 September 2021, achieving 3530 impressions, 2156 video plays and attracting seven investment leads to the end of this quarter. An 18 page eGuide and a five minute virtual site tour of key local businesses and infrastructure has been developed as part of the campaign. This will promote the Sunshine Coast as a business destination to obtain quality leads for office leasing, in the absence of business decision makers being able to readily travel to the region. The monthly e-news was also sent with the most recent edition (September 2021) distributed to 3070 recipients and achieving a 22.96% open rate.	ECDEV: Economic Development

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.3.2	Progress implementation of Mooloolaba Master Plan, including completion of the Northern Foreshore Parklands project and progressing the next stages of the Brisbane Road four lane road upgrade (Walan Street to Kyamba Court) including the new Mayes Canal Bridge.	01/07/2021	30/06/2022	30%			The Northern Foreshore Parkland works advanced during the quarter with stage 1a expected to be completed in the next quarter. This includes the newly installed boardwalk linkage with Alexandra Headland Bluff parkland. Stage 1b works are progressing under pressure due to construction market conditions which are impacting both program and costings. Works on the Mooloolaba Transport Corridor Upgrade are advancing with public utility providers and new Mayes Canal bridge construction underway. Continuous communication with stakeholders on these projects occurred.	PD: Project Delivery







Strong local to global connections

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.4.1	Drive export activity from the Sunshine Coast and support local businesses to expand into national and international markets, by providing access to specialist services, contacts and training and partnering with State and Federal government trade agencies for in-market assistance.	01/07/2021	30/06/2022	20%			The Japan Queensland Chamber of Commerce and Industry trade briefing was confirmed and will be held on 6 October 2021. Sponsorship of the Premier of Queensland Export Awards has been confirmed with two Sunshine Coast exporters announced as finalists and a number of Sunshine Coast exporters invited to attend the Gala Awards Event in Brisbane on 6 October 2021. The Sunshine Coast Export Network (LinkedIn group) is a platform to communicate export news, advice and events to members. During the quarter the group increased by 11, bringing the total number of members to 609.	ECDEV: Economic Development

A natural, major and regional event destination





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.5.1	Implement priority activities from the Major Events Strategy 2018-2027 including strengthening arts and cultural events to assist in diversifying audience reach, capitalising on the growing demand for off road and adventure style events to showcase the region's natural strengths and increasing the region's profile.	01/07/2021	30/06/2022	25%			The focus for this quarter has been retaining and securing major events for the region during the challenges created by COVID-19 pandemic border closures and lockdown periods. Three new events and three existing event sponsorships were endorsed by the Sunshine Coast Events Board in alignment with the Sunshine Coast Major Events Strategy. Two future arts and cultural events have also been supported for sponsorship, and four off-road adventure events were either held or secured during the quarter.	ECDEV: Economic Development
3.5.2	Develop and attract events and sporting opportunities at Council venues including Caloundra Indoor Stadium, Maroochydore Multi Sports Complex, Nambour Showgrounds, Sunshine Coast Stadium and Venue 114.	01/07/2021	30/06/2022	25%			<p>Despite ongoing uncertainty and some event postponements and cancellations, Sunshine Coast Stadium attracted and delivered:</p> <ul style="list-style-type: none"> • the Touch Football Australia Junior State Cup • eight NRL premiership games that included a preliminary finals game, and • five clubs utilised the stadium as their training base. <p>Venue 114 hosted a range of events including Charlotte's Web children's theatre performance, Sunshine Coast Careers Expo, Burlesque L'Amour Cabaret Performances, and the Master Builders Association Awards Night. Caloundra Indoor Stadium hosted the Craft Alive Festival, Regional Disability Expo, and the Australian netball team (the Diamonds) for a training camp. Nambour Showgrounds hosted the Touch a Truck Festival and Collectorama Fair. The Maroochydore Multi Sports Complex hosted the State Age Netball Championships and Brisbane Lions Academy Championships, as well as hosting the Essendon Football Club during it's COVID-19 pandemic enforced mid-season training relocation.</p>	SCV: Sports and Community Venues

A regional hub for innovation, entrepreneurship and creativity





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.6.1	Work with Education Sunshine Coast and the broader education and training industry to implement 'Study Sunshine Coast' and better prepare and connect young people to education and employment opportunities in the region.	01/07/2021	30/06/2022	25%			Study Sunshine Coast and the University of the Sunshine Coast (USC) represented international education at the Trade and Investment Queensland Trade Strategy Roundtable held on 6 September 2021. The Study Sunshine Coast Industry Membership Program re-signed five of eight membership renewals including TAFE Queensland, Demi International, Union Institute of Language and AusID.	ECDEV: Economic Development
3.6.2	Finalise a new Master Plan for Caloundra Aerodrome to guide future development decisions and advance the strategic vision for the aerodrome.	01/07/2021	30/06/2022	25%			Stage 1 of the strategic assessment is underway and is due to be completed in late 2021. This project has been slightly delayed due to tender process delays.	MPSP: Major Projects and Strategic Property
3.6.3	Strengthen collective resilience of business communities and destination appeal of precincts through the development and delivery of the Caloundra Activation Plan, update and delivery of the Mooloolaba Activation Plan and delivery of the Retail Activation Plan.	01/07/2021	30/06/2022	25%			Caloundra Community Information Centre statistics showed a 16 percent increase in visitation to the Centre on the previous quarter. The Downtown Caloundra Taskforce met three times and agreed to support two major activations for the Caloundra central business district. The Mooloolaba Community Information Centre caravan on the corner of the Brisbane Road Carpark, Mooloolaba was equipped for operation. Engagement with Mooloolaba stakeholders regarding the promotion and utilisation of the ParknGo Mooloolaba Central multi-deck carpark. The Retail Activation Program radio campaign for the expression of interest process was completed with close to 40 responses.	ECDEV: Economic Development







Corporate Plan Goal : Our service excellence

Engage with our community to inform asset management and service delivery



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
4.1.1	Develop a Service Excellence Strategy that considers customer expectations and community value to deliver efficient, effective and sustainable service levels now and into the future.	01/07/2021	30/06/2022	25%			Work continues on the development of a high level framework for the Service Excellence Strategy. It is anticipated that formal drafting of the Strategy will commence in late 2021. Customer feedback on end to end service experience is driving work on the improvement of Council services and processes with a focus on high volume services and community hotspots based on volumes/experience ratings.	CR: Customer Response
4.1.2	Finalise and implement an asset management framework that delivers consistent asset management practices, processes and systems throughout the organisation.	01/07/2021	30/06/2022	25%			The development of an asset management framework continued to progress during the quarter.	AM: Asset Management



Design accessible, flexible and innovative services that meet community needs

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
4.3.1	Collaborate with external stakeholders to address and prevent illegal dumping activities across the region, to reduce pollution to our environment and risk to community safety and amenity.	01/07/2021	30/06/2022	25%			Council established cooperative relationships with a number of external stakeholders to prevent and respond to illegal dumping across the region, including the Queensland Government, other councils, volunteer groups and local businesses. Council investigates complaints received from the community as well as incidents of illegal dumping reported by the Queensland Government and provides data and operational information as a continuation of the Local Government Partnership Program as part of the Queensland Government's 'Keeping Queensland Clean' litter and illegal dumping plan.	CR: Customer Response
4.3.2	Consult with key stakeholders to progress a new Smart City Framework and Smart City Implementation Plan, which will identify processes and projects to realise smart city opportunities and further develop Council's data driven decision making capability.	01/07/2021	30/06/2022	25%			A draft working document has been prepared based on the learnings from the first Framework with the following focus areas: leadership; Internet of Things (IoT) sensors; connectivity; data driven decision-making; and the solutions pipeline.	BI: Business and Innovation



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
4.3.3	Deliver an on/off maintenance asset acceptance solution that: streamlines the process of managing defects during construction by developers; captures information and workflows from the applicant and Council; enables better record keeping and improves asset handover and accountability.	01/07/2021	30/06/2022	25%			This quarter, Council commenced the 'asset acceptance solution' project, including the drafting of a project scope to develop an online self-service solution for external consultants. Interviews were conducted with external consultants to gather feedback on the proposed solution. The project is now in the design phase.	DS: Development Services
4.3.4	Develop and update Council's asset management plans to encompass the whole of life sustainability of built and natural environments while guiding appropriate levels of service and delivery of Council services to the community.	01/07/2021	30/06/2022	50%			Council's draft asset management plans for all of Council's major asset groups have been prepared and are currently under peer review.	AM: Asset Management
4.3.5	Finalise recommendations on a contract to design and construct a new hi-tech material recovery facility at Nambour waste precinct to replace the current facility and improve the quality of processed recyclable materials.	01/07/2021	30/06/2022	80%			Council evaluated responses for the Materials Recovery Facility, Nambour tender. Negotiations continue to occur with the preferred respondent.	WRM: Waste and Resource Management

Deliver consistent service levels that provide positive experiences for our community

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
4.4.1	Continue the customer experience program and utilise engagement feedback to design solutions that improve outcomes and meet a range of preference and accessibility requirements.	01/07/2021	30/06/2022	25%			<p>Council has responded to the growth of online services with new automated online forms for customers wanting to make a payment plan for property rates, update their animal registration and change their address. These services enable our customers to do business when it suits them, makes the process easier and reduces the handle time.</p> <p>The OurCouncil customer directed marketing launched which allows customers to opt-in to the right information via the right channel. The first campaign linked businesses with tender alerts.</p> <p>Through the customer experience program, customer feedback reviews continue to help Council understand community priorities and priority area improvements. During the quarter, 885 survey responses were received between July - September 2021, with the end-to-end service experience rated at 7.28 out of 10.</p>	CR: Customer Response



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
4.4.2	Finalise recommendations on the next generation waste collection contract to ensure continuous provision of essential waste services to the community.	01/07/2021	30/06/2022	50%			The next generation collections contract has two separable portions. Portion A for the collection services has been awarded to J.J. Richards and Sons to commence in July 2022 for an eight-year term. Mobilisation planning has commenced with J.J. Richards. Portion B is for liquid waste services. Tender evaluations and contract negotiations are continuing.	WRM: Waste and Resource Management

Assess service performance and sustainability to inform evidence-based business planning









Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
4.5.1	Deliver the capital works program based on robust scopes, cost and risk assessment with well sequenced delivery schedules aligned to corporate priorities and long term financial plans.	01/07/2021	30/06/2022	15%			The 2021/22 capital works program has quickly picked up momentum through August and September 2021 with many significant projects underway. Large projects such as the Mooloolaba Foreshore, Mooloolaba Transport Corridor Upgrade, Citrus Road sealing, Caloundra Landfill (Cell 11), Honey Farm Sport and Recreation Precinct and the Maroochydore Administration Building are in full construction delivery while the Nambour waste precinct projects are poised to commence in late 2021 with significant construction investment. Our current market conditions are challenging and will be managed as required.	PD: Project Delivery





Corporate Plan Goal : Our outstanding organisation

Provide quality information, systems and processes to deliver fit for purpose solutions



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.2.1	Develop a new Information and Communication Technology Plan 2021, with a strong focus on cyber-security, mobility, connectivity, accessibility and cloud computing.	01/07/2021	30/06/2022	20%			Preparation for a new technology plan is underway. The plan will include actions to address cyber-security, mobility, connectivity, accessibility and cloud-computing.	DIS: Digital and Information Services

Embrace a safe and collaborative workplace culture that attracts and retains high performing and engaged people



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.3.1	Progress people and culture strategic initiatives including workforce planning, leadership development, performance management and capability development programs that support the delivery of the Council's vision.	01/07/2021	30/06/2022	25%			The new employee performance process is being implemented across Council with training and support being provided. Future workforce planning against the current workforce profile for some branches is underway.	P&C: People and Culture
5.3.2	Develop and implement the Wellbeing, Health and Safety Plan with a focus on managing critical risks and work that adds value to deliver a healthy, caring and safe workplace.	01/07/2021	30/06/2022	25%			A Wellbeing, Health and Safety Plan was developed following extensive consultation across Council. A process to refresh Council's critical risks and to develop critical risk controls commenced. Activity continues to assess and address health and safety risks at all levels of operations.	P&C: People and Culture
5.3.3	Provide workplaces that are fit for purpose and support our people to deliver services to the community across our administrative buildings and depots.	01/07/2021	30/06/2022	10%			Review is underway to determine the impacts of construction industry market volatility on the SCC Workplaces Program of work (projects). Unplanned impacts to cost and time for all projects is anticipated.	PM: Property Management
5.3.4	Finalise the development of the Sunshine Coast City Hall in the Maroochydore City Centre for occupation from 1 July 2022.	01/07/2021	30/06/2022	25%			Structural works completed including the Level 10 building top out in September 2021. Fitout detailed design is nearing completion however impacts to construction work has occurred due to market volatility, including supply delays and increased industry demand.	PM: Property Management

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.3.5	Progress preliminary feasibility and design for the Nambour Administration Precinct buildings.	01/07/2021	30/06/2022	10%			The consultant brief and procurement process is anticipated to be completed next quarter, with the feasibility and concept design work expected to commence January 2022.	ECDGE - Group Executive Economic and Community Development
5.3.6	Progress the detailed design for the Caloundra Administration Building repurposing project and the development of an operational management plan.	01/07/2021	30/06/2022	15%			The detailed design for the Caloundra Administration Building repurposing project will commence in the next quarter.	MPSP: Major Projects and Strategic Property

Demonstrate accountable leadership, future planning, and good governance that provides confidence to our community

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.4.1	Review Council's Strategic Risk Management Framework to deliver a revised register and mitigation strategies that support the delivery of our Corporate Plan 2021-2025.	01/07/2021	30/06/2022	25%			Council's strategic risks are being revised in line with contemporary standards and a level of corporate maturity more commensurate with the size and scale of Council's operations.	CG: Corporate Governance

Partner with community, business and government to represent and advocate the needs of our region

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.5.1	Advance our region's major projects outlined in the Corporate Plan 2021-2025 through establishment of a strategic approach to stakeholder relationships and advocacy.	01/07/2021	30/06/2022	25%			Ongoing advocacy to industry and government to support delivery of the region's major projects continued, as outlined in the Corporate Plan 2021-2025.	OCEO: Office of the CEO