

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



Sunshine Coast Council
Corporate Plan 2018-2022
DRAFT Version 2 - November 2017




Sunshine Coast Council
Corporate Plan

2018-2022

November 2017





Edition 2 November 2017

www.sunshinecoast.qld.gov.au

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Acknowledgements

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

Disclaimer

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Indigenous acknowledgement

Acknowledgement of Country

Sunshine Coast Council acknowledges the traditional Country of the Kabi Kabi Peoples and the Jinibara Peoples of the coastal plains and hinterlands of the Sunshine Coast and recognise that these have always been places

of cultural, spiritual, social and economic significance. We wish to pay respect to their Elders – past, present and emerging – and acknowledge the important role Aboriginal and Torres Strait Islander people continue to play within the Sunshine Coast community.



About the Corporate Plan

The *Sunshine Coast Council Corporate Plan 2018-2022* updates the *Sunshine Coast Corporate Plan 2017-2021*, adopted in February 2017. The update allows Council to consider capital and operating priorities and associated resources within the parameters of the *Sunshine Coast Council Corporate Plan 2018-2022* to determine the annual operating plan and budget for 2018-2019.

Want to know more?

Complementing the *Sunshine Coast Council Corporate Plan 2017-2021* publication is an online interactive resource. This resource allows ongoing dialogue with the community about council's strategic direction.

Individuals can see, hear and read more about how their specific areas of interest are included in the vision, goals and pathways; and provide feedback and comments on council's strategic direction, projects and services.

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





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Sunshine Coast Council Corporate Plan

Our vision

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

Our values

Respect for each other | Being our best | Working as one team

Our goals

A smart economy



A prosperous, high-value economy of choice for business, investment and employment.

A strong community



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

A healthy environment



Maintaining and enhancing the region's natural assets, liveability and environmental credentials.

Strategic pathways

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

- Safe and healthy communities
- Resilient and engaged communities
- A shared future that embraces culture, heritage, diversity
- People and places are connected
- A creative identity that supports community cohesiveness, development and wellbeing.

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

Our communities: Your Council team (our elected representatives)

an 2018-2022

High standards | Service excellence

Service excellence



Positive experiences for our customers, great services to our community.

Delivery pathways

- Respecting and valuing our customers
- Flexible and customised solutions for our customers
- Regular and relevant engagement with our community
- Service quality assessed by our performance and value to customers
- Assets meet endorsed standards for sustainable service delivery.

An outstanding organisation



A high performing, customer-focused organisation marked by great people, good governance and regional leadership.

Performance pathways

- A collaborative workplace culture with engaged, energised and skilled people professionally ready for the future
- Investment in core capabilities and opportunities for staff to lead, learn and grow
- Strong and accountable leadership enabling Councillors, individuals and teams to be their best
- Collaborative, proactive partnerships with community, business and government
- A reputation for implementing innovative and creative solutions for future service delivery
- Information, systems and process underpin quality decisions and enhance the customer experience.

Council services

- Airport
- Beaches, foreshores, coastal infrastructure and canals
- Bushland conservation and habitat
- Cemeteries
- Community and cultural development and partnerships
- Community venues
- Customer and community relations
- Development services
- Disaster management
- Economic development
- Elected council
- Holiday parks
- Libraries
- Lifeguards
- Local amenity and local laws
- Public health
- Public lighting
- Recreation parks, trails and facilities
- Rivers, streams, estuaries and water bodies
- Road network management
- Roads, cycleways and pathways
- Sporting facilities
- Stormwater drainage
- Sustainable growth and network planning
- Waste and resource management

Corporate services

- Financial and procurement services
- Fleet management
- Governance
- Human resource management
- Information and communication technology
- Property management.

es, staff, contractors and volunteers)



Our vision underpins everything we do and is designed to deliver a dividend of prosperity and wellbeing for our residents – not only those who live here now but also those who will call the Sunshine Coast home in the decades to come.



Mayor Foreword

2017 marked the 50th Anniversary of the naming of the Sunshine Coast. This was an important milestone we celebrated with our community.

We must always remember that our region has a long and proud history that stretches back more than 40,000 years. It is the rich and vibrant heritage of our Indigenous peoples along with the evolution of our communities since European settlement first occurred in the 19th century, that has helped shape the Sunshine Coast that we know today and provides the foundations for our city-region of the future.

As we reflect on the last 50 years we are focused on the next 50 years. The future is here – that is our ethos on the Sunshine Coast. It embodies not just who we are now, but where we intend to be as we travel over that horizon.

Ours is a city-region that prides itself on its attributes, competitive advantage and outstanding natural assets. A place where its community is passionate about the lifestyle that we are fortunate to enjoy and the values that we hold.

This is the heart of our Council's vision for the Sunshine Coast as Australia's most sustainable region – healthy, smart, creative.

It is a vision that underpins our approach to everything we do - our economy, our engagement with our community, the value we place on our environment and how council operates as an organisation.

Our vision is designed to deliver a dividend of prosperity and wellbeing for our residents – not only those who live here now but also those who will call the Sunshine Coast home in the decades to come.

Having a clear vision and plan is crucial, given the growth our region will continue to experience in the next 20 years and beyond. Today we are a population of approximately 300,000 people. Within 20 years we will reach 500,000 residents.

Our Council wants to ensure our residents have the opportunity to stay on the Sunshine Coast to pursue worthwhile careers and can access the facilities and services they require. Our Council also wants to encourage creativity and innovation in all facets of daily life, so that the vibrancy and diversity of our community is constantly invigorated. Council also wants to see our region's infrastructure appropriately support the needs and functionality of our growing community.

This is why since 2012, our Council has pursued a transformational agenda which will strengthen our economy, balanced with maintaining and enhancing our environment and the liveability of our Sunshine Coast.

We are now seeing the results of these efforts - with the region achieving an unemployment rate below the Queensland and national average, record levels of investment, high levels of business confidence, a renewed focus on the arts, cultural experiences and events and nationally recognised programs and activities that reinforce our environmental credentials.

But we will not rest on our laurels as more needs to be done.

Our Council's new Corporate Plan 2018-2022 sets the pathways we will pursue on behalf of our community for the next five years to reinforce our vision for the region and ensure that the Sunshine Coast remains at the forefront and continues to lead the way as Australia's healthy, smart, creative region.

During that time we will see our new city centre in Maroochydore take shape as Australia's first truly smart city; our new runway completed at the Sunshine Coast Airport; council off-setting 100% of its electricity consumption with energy produced by its solar farm; the vibrancy of communities across the region strengthened by new facilities and services; innovative and creative solutions delivered in our public areas to enhance our community's access to information and services; and strong measures put in place to protect and preserve the regional inter-urban break - that evolving landscape that defines the Sunshine Coast from the rest of south-east Queensland and is home to some of our most recognisable features such as the Glass House Mountains and the Pumicestone Passage.

New communities will emerge at Aura and Palmview; opportunities to nurture and grow our region's creative talent will expand significantly; and our connectivity with the world will be advanced as we help local businesses to export their products and services and we progress our plans for an international broadband submarine cable connection.

We are clear about our priorities and we will continue our advocacy efforts to take a collaborative approach with other levels of government and to encourage new investment which builds certainty and confidence in the region, for the community today and tomorrow.

At the same time, we will maintain our strong focus on providing value for money services to our community – from maintaining our parks and recreational areas and improving our local road network, to supporting numerous community organisations, preserving our cultural heritage and maintaining and enhancing our foreshore, waterways and other natural assets.

As a Council, we will do so as one team – councillors and staff working together as valued partners with our community, business, industry and other tiers of government to bring the future to us, shape it and create opportunity as we go.

Having Council's structure and operations fully aligned to deliver on this Corporate Plan will ensure we can achieve what we have set out in our strategies and meet our customer expectations whilst preparing for the anticipated growth and challenges confronting the Sunshine Coast region over the coming decades.

After all, that is what being healthy, smart and creative is all about.

Mark Jamieson
Mayor



Chief Executive Officer Foreword

Our vision to be Australia's most sustainable region – healthy, smart, creative is ambitious but achievable. Our goals and strategic pathways address every aspect of life on the Sunshine Coast – how we live, work and learn, raise our children, connect with our communities and enjoy all our region has to offer.

Achieving these goals requires nothing less than bold, innovative, smart and creative solutions.

The Corporate Plan 2018-2022 sets clear goals and a comprehensive blueprint to take our region into the future. We envision a dynamic, thriving economy, a highly liveable region that is a responsible steward of its people and the environment, a city- region that is resilient against emerging and unseen challenges, and a city-region that has a strong local economy and excellent arts, culture and recreational amenities that are widely available to residents and visitors.

Equity is a guiding principle of this corporate plan and a lens through which we view all of our planning, policymaking, decision-making and service delivery. Our commitment to equity means we will ensure that our people and our communities have equal access to opportunities to reach their full potential and to succeed. This is critical to ensuring our community and region is healthy.

This corporate plan is supported by a suite of endorsed regional strategies on critical matters such as the environment, economic development, social, financial and asset management .The corporate plan will be reviewed every year to track our priorities and responsiveness to issues.

Each of the strategic pathways link to the transformational actions detailed in council's endorsed regional strategies.

Council's role in those transformational actions will vary – to lead, partner or regulate, to be a custodian for our natural and built assets, to advocate on behalf of the community, to inform and to directly provide services on a day to day basis to people across our region.

The Next Steps to be an outstanding organisation has seen council's structure and operations realigned to ensure it is match fit for the future. This means professionally ready to meet the anticipated growth and challenges confronting the Sunshine Coast region over the coming decade. Importantly, the organisational structure also has to be suitable to continue to deliver a standard of services to the community today. Council has been performing well and we are now set to achieve the optimum health and structure for the organisation while concurrently delivering on this Corporate Plan 2018-2022.

As a fit for the future organisation we will invest in capabilities identified as core and critical to council. This will strengthen our operating model to focus on customer service, business and strategic partnering and stakeholder engagement. Our new structure will drive accountability and leadership behaviours and standards. Our leaders are decisive and inclusive and lead decision making processes that are responsive, informed and focused on client centric resolution.

We will need to be clear and decisive about the priorities we will progress in any given year and balance these against the challenges of growth and increasing demands on council. At the same time, council acknowledges the services we deliver today may not be the services we deliver tomorrow.

Delivering these outcomes will require the efforts of a united team, including our elected representatives, staff, contractors, partners and volunteers. This joint approach, for which the Sunshine Coast is renowned, will enable consistent, focused and timely services being delivered to our community. Strong leadership and partnerships will deliver better outcomes for everyone in our region. We should never apologise for representing strongly the needs and wants of the Sunshine Coast community.

We are already well advanced as the vision, commitment and leadership of the Mayor and councillors is taking this region forward in leaps and bounds. This leadership is leaving an enduring legacy for community, environmental and economic interests.

My leadership team and I are also committed to ensuring a workplace that is engaging, collaborative and inspires excellence, whilst building a productive and innovative culture, fit for exciting and positive times ahead.

Our hard-working people are delivering value for money outcomes to our community every day and are the driving force behind the professional approach to managing roads, parks, libraries, sporting and community facilities, events, bushland habitat, beaches and waterways.

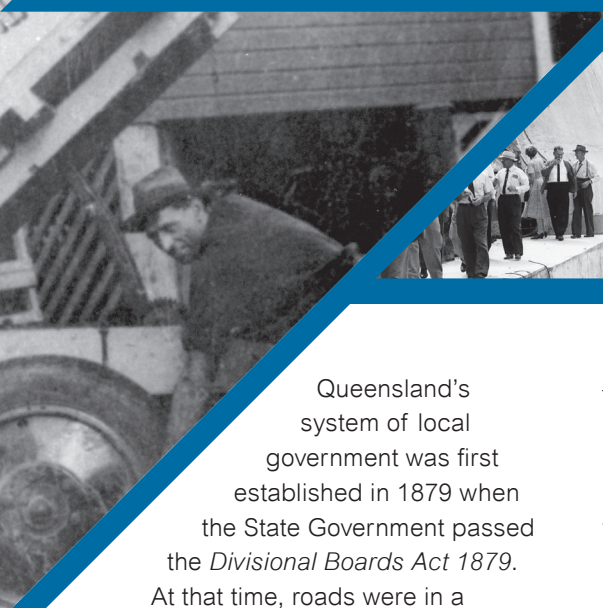
The corporate plan also provides the strategic framework for the delivery of a range of services including capital works projects, community support programs, environmental land acquisitions, strategic planning initiatives and community engagement, supported by the highest customer service standards

Michael Whittaker
Chief Executive Officer

Strong leadership and partnerships will deliver better outcomes for everyone in the region.



1879 to 2017 - Our journey so far



Queensland's system of local government was first established in 1879 when the State Government passed the *Divisional Boards Act 1879*. At that time, roads were in a terrible condition because of the damage caused by timber wagons and the dragging of logs which ruined roads as fast as they were being built or repaired. The state wanted to get local residents to fund their own roads and bridges.

As a result, this region became a part of two divisional boards

– Caboolture and Widgee. By 1912, as settlements had grown, Maroochy Shire Council and Landsborough Shire Council (later to become Caloundra City), had been established as separate identities. Ratepayers quickly made the councils aware that improving the road system and also its connection to the railway line was to be their first priority.

Over the years, the councils faced other challenges as the region grew. The local economy changed from one that was predominantly agricultural – based on fruit

growing, dairying and sugarcane – to one that was based on tourism (with a focus on beaches and surfing) and population growth (retail and construction). The protection of the environment and managing population growth impacts, urban development and canal development became increasingly significant for the councils.

The establishment of the Sunshine Coast Council in 2008 signalled the start of a more regional approach to the economic transformation and future development of the region.

The establishment of the Sunshine Coast Council in 2008 signalled the start of a more regional approach to the economic transformation and future development of the region.



Caloundra water tower and pipes being installed at Queen Street, ca 1965

Council now provides essential day-to-day services to over 300,000 people in the region and is leading a number of major regional projects, including the new Maroochydore City Centre, the Sunshine Coast Solar Farm, the Sunshine Coast Airport expansion and investigating the Sunshine Coast Light Rail system.



Cairn commemorating official opening of Maroochy Airport at Mudjimba on 12 August 1961

With a total budget of more than \$700 million, including a capital works program over \$250 million, council is now at the leading edge of local government in Australia – focused on building Australia's smart region and delivering the core services to support a strong community.



Road workers installing a traffic island in Currie Street, Nambour, 1966

2017 - The 50th anniversary celebration of the naming of the Sunshine Coast



The name 'Sunshine Coast' was launched in December 1958 at the inaugural dinner of the Sunshine Coast Branch of the Real Estate Institute of Queensland, held at the Hotel Caloundra. The Branch had begun a drive to popularise and obtain recognition for the name, to replace the term 'Near North Coast', which was not considered distinct enough, and had 'no significance for southerners.'

The name 'Sunshine Coast' was officially endorsed by the then Landsborough, Maroochy and Noosa councils in November, 1966 when it was agreed to utilise the name to cover the three Shires. The name tied in with the decision to also form the Sunshine Coast Promotion Bureau to promote the district covered by the three Shires. It gave the district 'a great start in developing a tourist industry'; 'Sunshine', signifying 'brightness and warmth' (and providing a different but complementary attraction to the Gold Coast).

A "Notification of Decision to Adopt a Place Name" under the *Queensland Place Names Act of 1958* appeared in the Queensland Government Gazette in July 1967.

The name was endorsed by the Minister for Lands, Alan Fletcher, who advised that the decision would take effect from 1 August 1967.

The 50th Anniversary of the Naming of the Sunshine Coast was officially commemorated on 1 August 2017. A program of events celebrated our identity, engaged the community and showcased our history and future as well as celebrating and commemorating the people who have shaped and defined the Sunshine Coast.



Eumundi School celebrate the anniversary



50th Anniversary Naming of the Sunshine Coast Concert



SC50 signage at Nambour Showgrounds



Solar Farm



> \$10 million economic benefit

100% of council's electricity offset by renewables

Proposed International Broadband Cable Protection Zone

Submarine cable

\$1.1 billion per annum to Queensland economy

\$700m per annum to Sunshine Coast economy

Airport

2230 jobs

\$4.1 billion contribution to economy

Sunshine Plaza expansion

creating 5200 construction and retail jobs

Maroochydore

15,000 jobs by 2025

\$4.4 billion contribution to economy

University

\$81 million expansion complete
20,000 students by 2020

Palmview

\$3 billion+ development
17,000 residents

Hospital

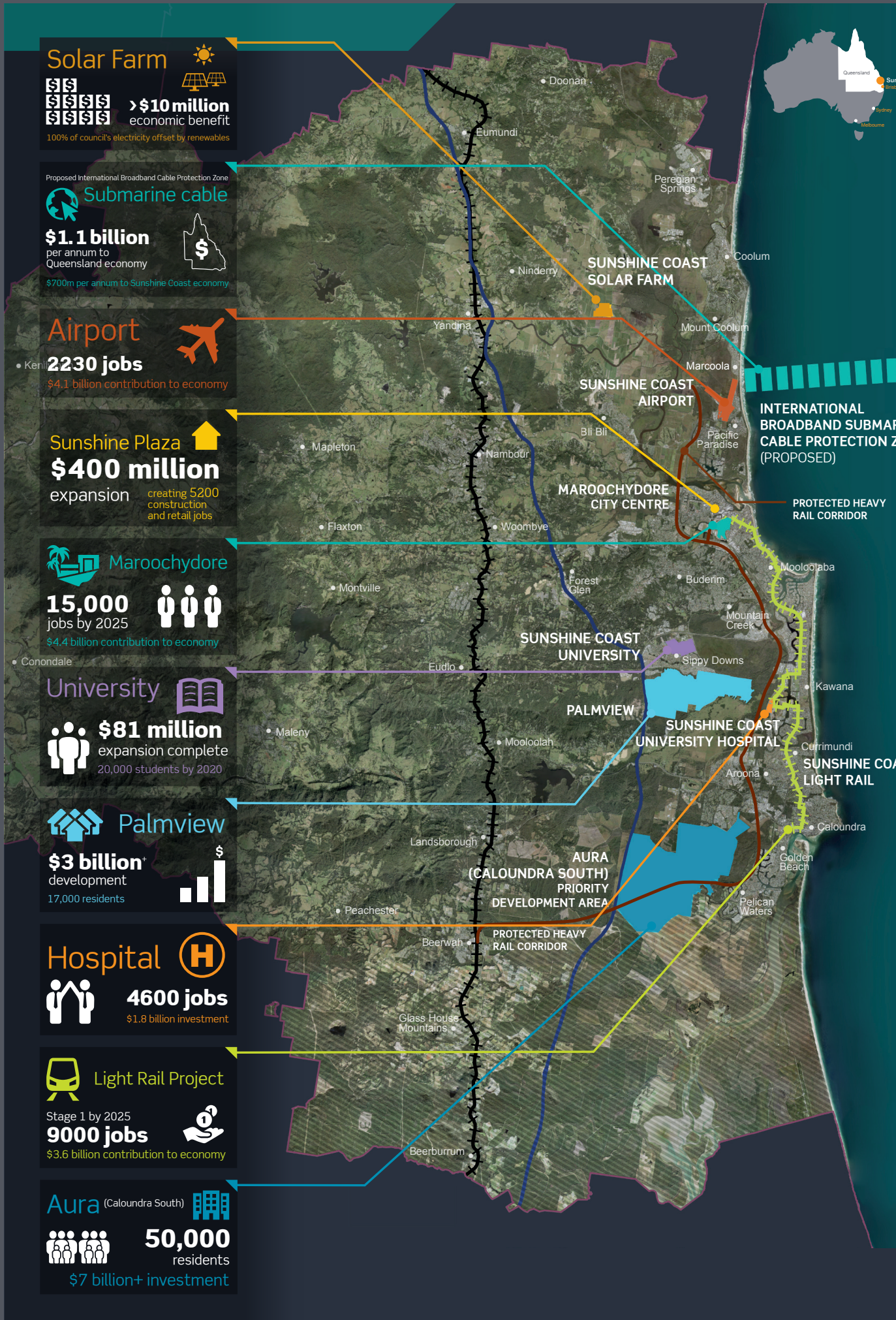
4600 jobs
\$1.8 billion investment

Light Rail Project

Stage 1 by 2025
9000 jobs
\$3.6 billion contribution to economy

Aura (Caloundra South)

50,000 residents
\$7 billion+ investment



2018 to 2040 - Delivering the future, now

There is no better place to be at this time than on the Sunshine Coast. With more than 200,000 additional people forecast to be living on the Sunshine Coast in the next 20 years, and with 70% of these arrivals living in the Sunshine Coast Enterprise Corridor between the Sunshine Coast Airport and Caloundra, council will continue to take a lead role, working with partners, to shape a prosperous and sustainable future for our region and community.

Council has been entrusted by its residents to shape the future of the region that provides enduring employment

opportunities, better access to facilities and services, greater connectivity between communities and an outstanding natural environment.

While continuing to provide the essential services to our community, council is also building a strong future for the Sunshine Coast through a number of major regional projects which will make the region an even better place to live, work and play for present and future generations.

The new Maroochydore City Centre



Your Council Team

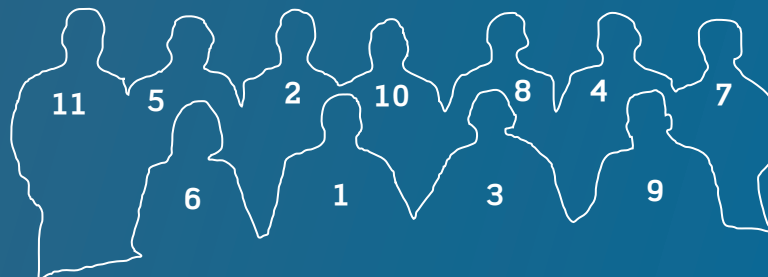
Elected Members

As the community's elected representatives, councillors are responsible for making decisions that guide the future of the region as well as those more immediate needs within their divisions.

Councillor portfolios, or special areas of interest, focus on the whole of the region.

The portfolios reflect areas of strategic importance to council and the people of the Sunshine Coast, facilitating engagement with the community on its priorities and services; and supporting productive and professional relationships within the organisation.





- 1 Mayor Mark Jamieson**
Portfolio - Region Making Projects, Regional Advocacy & Intergovernmental Relations

7 Division 6
Cr Christian Dickson
Portfolio - Planning and Development
- 2 Division 1**
Cr Rick Baberowski
Portfolio - Transport, the Arts and Heritage

8 Division 7
Cr Ted Hungerford
Portfolio - Governance and Customer Service
- 3 Division 2**
Deputy Mayor Tim Dwyer
Portfolio - Corporate Strategy and Finance

9 Division 8
Cr Jason O'Pray
Portfolio - Tourism, Events and Sports
- 4 Division 3**
Cr Peter Cox
Portfolio - Place Development and Design

10 Division 9
Cr Steve Robinson
Portfolio - Economic Development and Innovation
- 5 Division 4**
Cr John Connolly
Portfolio - Planning and Development (Assisting)

11 Division 10
Cr Greg Rogerson
Portfolio - Local Infrastructure Delivery
- 6 Division 5**
Cr Jenny McKay
Portfolio - Community and Environment

Being successful



We all have our part to play in preparing the Sunshine Coast for the future and ensuring that we continue to lead the way as Australia's most sustainable region: healthy, smart, creative.

Staff

Our people are our greatest asset. Council is one of the Sunshine Coast's largest employers and we believe that our team's passion, professionalism and willingness to go above and beyond sets us apart from other councils and organisations.

We demonstrate, every day, that council is an outstanding organisation and committed to the long-term future of the region.

Council has been performing well and is a great place to work. In 2017 we undertook a future focused review of council's organisational structure to ensure the organisation is fit for the future. Council's structure and operations have been realigned to better deliver on its strategic priorities and this Corporate Plan 2018-2022, while continuing to deliver a standard of services to the community today. The implementation of the Next Steps review will ensure the organisation has the leadership and core capabilities to be ahead of the game in planning for and responding to change, in delivering exceptional services to the community, in attracting significant infrastructure investment and in delivering complex and game changing infrastructure projects.

Council's values and behaviours also shape how the organisation grows, our culture and performance. As an outstanding organisation, our people are committed to delivering a high performing organisation, supported by good governance, robust decision-making and regional leadership.

Contractors

Council works together with local contractors and businesses to meet existing and future infrastructure demands for the Sunshine Coast region.

Council's commitment to use local suppliers supports the development of a competitive and diverse local economy and industry network across the region.

We support keeping jobs local and strive to enable more businesses within the region to work with council by simplifying our procurement process and reinvesting in our local economy.

Partners

Council is fortunate to have access to diverse skills, expertise and professional insights provided by a wide cross section of individuals who sit on a range of boards and advisory bodies which provide advice and direction to Council. These specialist boards and bodies are an integral part of the Sunshine Coast transformational agenda, shaping a healthy, smart, creative future for the region.

Our partners, advisory boards and bodies include amongst others:

- State Government
- Commonwealth Government
- University of the Sunshine Coast
- Palisade Investment Partners
- SunCentral Maroochydore Pty Ltd
- Unity Water
- Sunshine Coast Arts Advisory Board
- Audit and Risk Committee
- Sunshine Coast Economic Futures Board
- Sunshine Coast Events Board
- Urban Development Advisory Panel
- Visit Sunshine Coast
- Waste Management Committee

Volunteers

More than 1500 volunteers contribute time and care to council's volunteering program, and each year these generous people enrich living within the Sunshine Coast through a diverse range of community organisations and council community programs and services.

With their help, council can deliver vital services and programs and build a stronger and connected community.

Events, programs, community organisations, disaster and emergency efforts are just some of the areas of service that depend on the freely given time, skill and passion of volunteers.

Council's Social Strategy also highlights the significant economic contribution and social value of volunteering on the Sunshine Coast.

Residents

Residents are the heart of the Sunshine Coast. It is through strong community partnerships that council understands and sets the strategic directions for the region, as it seeks to deliver on what is most important to the people who were born in our beautiful region, or have chosen the Sunshine Coast as their home.

This corporate plan seeks to continue that partnership by clearly outlining the priorities for the coming four years and inviting ongoing engagement with the community as services and projects are delivered.

Visitors

Visitors are drawn to our stunning beaches, magnificent scenery and diverse, vibrant communities and activities. It is the healthy environment, the creativity and generosity of our communities and the sense of freshness and energy that brings visitors back again and again.

Visitors are important to our economy, particularly to those residents who run businesses and/or are employed within the tourism, accommodation, entertainment and hospitality industries.

Council will continue to work with its various partners to strengthen our region's credentials as an attractive destination for national and international visitors.



Vision, Goals, Strategic Pathways



Sunshine Coast Council has embraced the long-term aspirational vision to be *Australia's most sustainable region*.

The vision *Australia's most sustainable region - healthy, smart, creative* is a transformational agenda that reflects a balance in our economic, social and environmental objectives. The vision is anchored in the economic prosperity of our community, and at the same time focused on the liveability of the region and making sure our outstanding environmental assets remain outstanding and a valuable community resource for generations to come. This requires us to be adaptable and agile if we want to stay ahead of the game. The vision acknowledges our region's unprecedented growth and the rapidly evolving digital age are significant drivers

influencing council's strategic direction, priorities and services for the next five years. We have an impressive history on the Sunshine Coast in evolving, changing and adapting to chase down and create opportunities, from timber to agriculture, to tourism, retail and construction to health and well-being. Our passion for innovation and creativity, our history of adaptability and our connected communities, are important ingredients to help make our vision a reality and keep us at the forefront of region making. We have our own identity, which is intimately connected to the world and is smart, healthy, creative.

Everything council does is underpinned by its values which define the culture of the organisation and the behaviours that shape our interaction with the community, partners and each other. These values are:





The 2018-2022 corporate plan goals – a smart economy, a strong community, a healthy environment, service excellence, outstanding organisation - provide the community and the organisation with a line of sight from this vision to the programs, projects and services that are provided by council to residents, businesses and visitors across our region every day and which position the Sunshine Coast at the forefront of economic prosperity, liveability and sustainability.

The strategic pathways link these five goals to the transformational actions detailed in council's endorsed regional and supporting strategies.

Council's role in those transformational actions will vary and will demonstrate our organisational excellence.

We will lead, partner or regulate, be a custodian for our natural and built assets, advocate on behalf of the community, engage and inform, and directly provide services on a day to day basis to people across our region.

Monitoring, planning and resourcing associated with the implementation of strategies and transformational actions to progress council's goals is reviewed regularly and detailed within council's annual operational plan.

Progress towards the goals is measured annually with performance reported in council's annual report and website.

A smart economy

A prosperous, high-value economy of choice for business, investment and employment.

The Sunshine Coast is now independently ranked as the second strongest performing economy in Queensland, with some of the highest levels of business confidence in the State and achieving an unemployment rate of less than 5.0 % - well below the State and national averages.

This is the product of having a clear and believable vision for the region's economy and a blueprint for how it will transform over the next two decades. Council led the development of this vision and blueprint - the Sunshine Coast Regional Economic Development Strategy 2013 -2033 - and has worked closely with business, industry, the University of the Sunshine Coast and the other tiers of government to ensure it delivers important dividends for our community.

These include enduring employment opportunities in jobs that will not disappear during periods of economic fluctuation; new investment in industries that will be in demand in the 21st century; regionally significant infrastructure that improves the connectivity and livability of the region; and average household income levels that are at least equivalent to the State average.

Our region's new economy is being built on the investment in transformational infrastructure projects such as the \$1.87 billion Sunshine Coast University Hospital, the expansion of the Sunshine Coast Airport, Australia's next international airport, the development of the new Maroochydore City Centre, Australia's only green field CBD, which will contribute \$4.4 billion to the region's economy, the \$81 million expansion of the University of the Sunshine Coast, Queensland's largest grid-connected solar farm, Australia's largest residential development at Aura and plans for an international broadband submarine cable, which will connect Queensland directly to the rest of the world. This is supported by a concentrated focus on the development of seven high-value industries that will support the employment demand generated by the transformational projects and provide more enduring jobs and prosperity for current and future residents.

Council's role in the economy is first and foremost to generate confidence – confidence in the policies and programs that are delivered to encourage investment, support business to expand and deliver jobs for our community. At the heart of this is instilling confidence

that the region is well placed to participate in and take advantage of, a rapidly changing, technology driven global economy.

Council recognises that the region's future prosperity lies in ideas, innovation and driving entrepreneurialism. The Sunshine Coast has a flourishing innovation ecosystem, providing an ideal location for start-ups, entrepreneurial talent and creativity. The region has been named as a Smart21 Community for four of the last five years, including for 2018, by the International Intelligent Community Forum. Council's clear priority is to continue to position the Sunshine Coast as a leading location for innovation, entrepreneurialism and creativity, underpinned by its connectivity with the global economy and supported by a community which can experience an array of opportunities locally. According to Mark Sowerby, Queensland's previous Chief Entrepreneur, "the hottest entrepreneurial area in Queensland is the Sunshine Coast".

The achievement of council's ambitions for the region continue to be supported through strong collaboration with key strategic partners, including Sunshine Coast Events Board, SunCentral Maroochydore Pty Ltd and Visit Sunshine Coast.

Smart Centre at 63 Bulcock Street, Caloundra



Region making projects, strategies and plans

Projects

- International Broadband Submarine Cable
- Sunshine Coast Airport (Landlord & Contract Manager)
- Sunshine Coast Airport Runway Construction
- Maroochydore Principal Activity Centre and CBD Coordination
- Caloundra CBD Coordination
- Nambour CBD Coordination
- Sunshine Coast Entertainment, Convention and Exhibition Centre
- Growing the Sports Economy Action Plan development
- Innovation Strategy development
- Innovation Incubator
- SunCentral Primary Contact
- Strategic Contracting Procedures development
- Industry Facilitation and Assistance Strategy development

Strategies

- Regional Economic Development Strategy 2013-2033
- Major and Regional Events Strategy 2013-2017

Plans

- Industry and investment plans for high-value industries

Goal measures:

1. Value of committed (or in the pipeline) major public and private investment in the region
2. Value of construction from building approvals
3. Estimated economic impact from council supported major and regional events



A strong community

In all our communities, people are included, treated with respect and opportunities are available to all

The Sunshine Coast region is ranked the healthiest in Queensland, and our Council is committed to maintaining this achievement. We continue to record the lowest rate of preventable and treatable deaths across regional areas in Australia and residents living on the Sunshine Coast have better life expectancy than other regions across the country with a similar population profile. Council continues to invest in the provision of recreational parks, trails and pathways, sporting fields, aquatic centres and stadiums to facilitate passive and active recreation for all people. Promoting and providing leadership through strong messaging on social issues such as domestic violence, disability advocacy, homelessness, multiculturalism and mental health is equally important to your council team.

A focus on leadership, collaboration and partnerships is achieving significant progress towards safe and healthy communities. The 'disaster hub' is a great example of building capabilities and capacity across the many government and community agencies that respond to a disaster event. Using digital technologies and smart communications as key components, the 'disaster hub' combines information from many agencies and presents it to the wider community in a way that is accurate, accessible and relevant for people to make the best decisions in times of natural disaster.

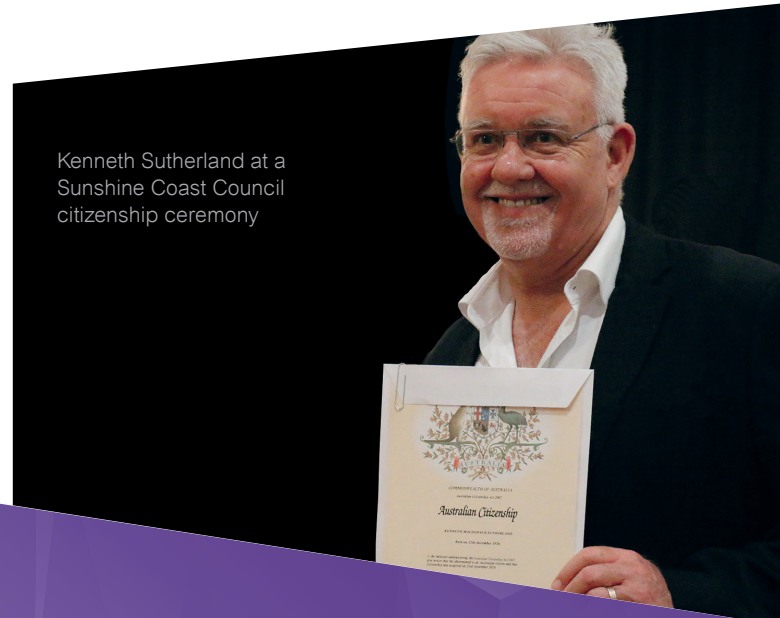
Our community is passionate about maintaining and celebrating our values, lifestyle and the sense of place that contribute to the identity of the Sunshine Coast. Our region's First Nations people have been here for thousands of years; those of us who call the Sunshine Coast home today may be descendants of early pioneers, settlers from interstate or one of the hundreds of new Australian citizens who chose to make the region home. Whatever our origins, we strive for equal opportunity to shape our region, to become active members of our community, to show tolerance and respect, and to stand up for those who are not getting a 'fair go'. These values are our common bond, involving

reciprocal rights and obligations that serve to unite us all whilst still respecting the diversity of our region and its people.

A commitment to recognising, acknowledging and appreciating the region's arts and cultural heritage is a fundamental element of the region's sense of community and identity in an environment of growth and change. This commitment allows for a strategic and coordinated approach to acknowledging and celebrating who we are within the framework of our diverse landscape, cultures, history, stories and significant places.

The people of the Sunshine Coast have a remarkable history of active involvement in community life and we want our community to remain with us on our transformational journey. Thousands of volunteers freely give of their time and creativity to connect people and places through festivals, sporting events, social support services and environmental, arts and cultural programs, which invaluable contributes to our region's vibrancy and sustainability. The newly established Sunshine Coast Arts Advisory Board is one example of taking a strategic approach to evolving arts and cultural opportunities in the region. The Board is helping develop the region's first Arts Plan aimed at stimulating the Sunshine Coast's arts sector, building a strong community of artists, arts practitioners and arts organisations and growing participation in the arts. At the community level, there is great potential to engage with the wealth of artistic talent and expertise living and working in our region.

Kenneth Sutherland at a Sunshine Coast Council citizenship ceremony



Region making projects, strategies and plans

Projects

- Regional Partnership Agreement (University of the Sunshine Coast)
- National Stadium Feasibility Study
- Sunshine Coast Sports Demand Analysis
- Sunshine Coast Arts Plan 2017-2037 development
- Sunshine Coast Youth Action Plan development
- Outdoor Recreation Study – Regional Inter Urban Break
- Mooloolaba Place Activation
- Companion Animal Management Strategy development
- Positive Ageing Action Plan development
- Caloundra Road Sport and Recreation

Strategies

- Sunshine Coast Social Strategy 2015
- Domestic Animal Management (Cats and Dogs) Strategy 2014-2020
- Sunshine Coast Community Events and Celebrations Strategy 2010

Plans

- Sunshine Coast Multicultural Action Plan 2017-2020
- Sunshine Coast Reconciliation Action Plan 2017-2019
- Sunshine Coast Community Safety Action Plan 2016-2020
- Sunshine Coast Heritage Plan 2015-2020
- Sunshine Coast Council Local Disaster Management Plan 2015-2018
- Sunshine Coast Stadium Facility Development Plan 2015-2030
- Nambour Activation Plan 2015
- Sunshine Coast Libraries Plan 2014-2024
- Sunshine Coast Performance and Community Venues Service Plan 2014-2029
- Sunshine Coast Cemetery Plan 2012-2027

Goal measures:

1. Population engaged in volunteering
2. Maintain healthiest region in Queensland ranking¹
3. Frequency of attendance at major venues, aquatic facilities, libraries, gallery and events
4. Number of people and community groups that benefit from council's funding program

¹ Performance data for this measure only released biennially.

Kids in Action



- Sunshine Coast Sport and Active Recreation Plan 2011-2026
- Sunshine Coast Access and Inclusion Plan 2011-2016
- Sunshine Coast Aquatic Plan 2011-2026
- Sunshine Coast Skate and BMX Plan 2011-2020

A healthy environment

Maintaining and enhancing the region's natural assets, liveability and environmental credentials

The Sunshine Coast landscape supports a vast diversity of native plants and animals that create the region's highly regarded natural environment that attracts residents and visitors to the many and varied places of natural beauty in our region. An environment that is central to the Sunshine Coast way of life, and critical to supporting our economy and community.

The health and preservation of our landscape and character, biodiversity, waterways and wetlands and coastline are vital to sustaining the products and services the natural environment provides for our community, maintaining and enhancing these natural assets continues to be a primary focus for council and the community.

It is important that this focus be balanced with the environment we create, the built form that we can shape and transform to ensure the region adapts and responds to changes in our climate, our population, and use of technologies to create a more sustainable future.

We have set a long-term strategic direction to shape the region by guiding growth and delivering the transformational change required to maintain a healthy environment and liveable Sunshine Coast for future generations. A healthy environment enables a good quality of life for all residents and supports a strong economy in an accessible and well-connected built environment.

Central to a sustainable future is the transition to renewable energies. The Sunshine Coast is well on its way to becoming a sustainable region with energy derived from renewable sources now a reality. This is set to rapidly increase as new innovations and technologies are deployed, making renewable energy more reliable and affordable, driving emissions reductions and the new economy. Through its 15 megawatt utility scale,

grid connected solar farm, Council is now the only government in Australia that is offsetting 100% of its electricity consumption with energy from a renewable source. This initiative strengthens the region's emerging clean energy hub, complements the 40,000 solar rooftops installed on the Sunshine Coast and will attract other clean energy business investment.

To be at the forefront of liveability and to meet the challenges of growth, including changing travel patterns and modes, it is necessary to deliver a sustainable transport network that underpins the connectedness of the region while retaining our distinctive lifestyle. The timely delivery of an effective and efficient transport network, implemented with support and investment from state and Commonwealth governments is key to this.

Residents and visitors are attracted and engaged by the many and varied places of natural beauty in our region. Creative programming and activation of spaces outside of purpose built buildings not only showcase and celebrate the beauty of the environment in which we live, but also provide inspiration for our creative sector and encourage awareness of and respect for the importance of a healthy environment.

Integration of the built environment with the natural environment is a distinguishing characteristic of the region, emphasising our natural advantage and green credentials. Sustainable and good urban design can ensure the region retains its distinctive characteristics and adapts and responds to change to create a more sustainable and liveable future.

Region making projects, strategies and plans

Projects

- Sunshine Coast Solar Farm
- Planning Scheme Review and Amendments
- Beerwah East
- Caloundra South
- Kawana Lease
- Palmview development
- Inter Urban Break
- Light Rail Project
- Brisbane Road Car Park
- State Government Transport Projects
- Local Area Traffic Management Program
- Public Domain Advertising Strategy development
- Sunshine Coast Council Local Government Area Biosecurity Plan development
- Transport Levy and Future Fund
- Environment Levy and Acquisition of Land
- Roads and Parks Strategy development
- City Design Strategy development
- Growth Management Strategy development
- Stormwater Management Strategy development

Strategies

- Environment and Liveability Strategy 2017
- Sunshine Coast Waste Strategy 2015-2025
- Sunshine Coast Planning Scheme 2014
- Sunshine Coast Sustainable Transport Strategy 2011-2031
- SS Dicky Strategy

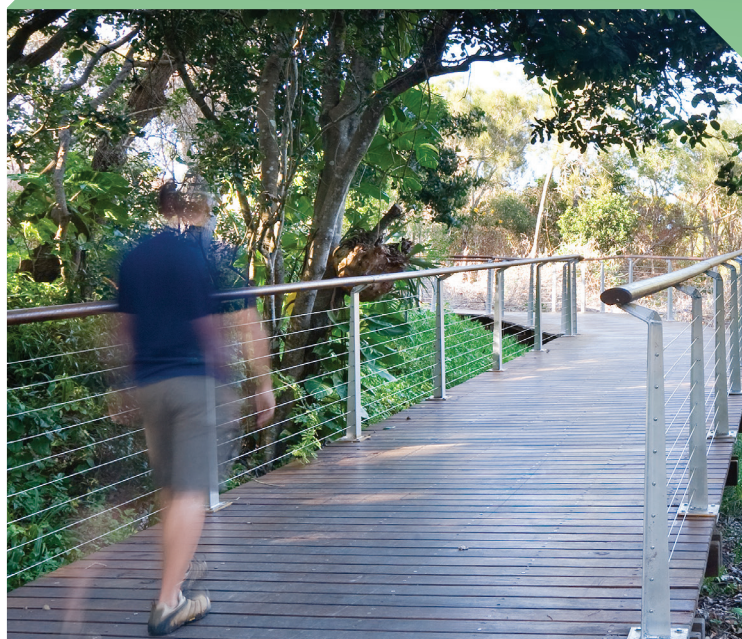
Plans

- Sunshine Coast Council Parking Management Plan 2017
- Local Government Infrastructure Plan
- Pumicestone Passage Catchment Action Plan 2017-2020

Goal measures:

1. Council's greenhouse gas emissions reduced
2. No loss of the regional inter-urban break from its 2017 extent
3. Hectares of land per resident acquired through environment levy for conservation and preservation purposes maintained
4. Hectares of land per resident for sport and recreation purposes maintained
5. Renewable energy capacity increased

Watson St, Currimundi, Coastal Path



- Regional Flying Fox Management Plan 2016
- Road Safety Plan 2016-2020
- Sunshine Coast Koala Conservation Plan 2015
- Shoreline Erosion Management Plan 2014
- Sunshine Coast Recreation Trail Plan 2012
- Sunshine Coast Active Transport Plan 2011-2031
- Sunshine Coast Energy Transition Plan 2010-2020

Service excellence

Positive experiences for our customers, great services to our community

Our long term goals and strategic pathways provide guidance on the range, size, shape and health of our services into the future. Council takes pride in what we do and the quality of services provided to both internal and external customers. We acknowledge that the services we deliver today may not be the services we deliver tomorrow. Service sustainability and our ability to meet changing community expectations requires the quality, performance and relevance of our services to be reviewed and assessed in line with our new fit for the future organisational structure.

Our organisation is looking for creative ways to use technology to deliver smarter and more efficient services to improve the lifestyle of our residents. Over the life of this plan the region will see the introduction and activation of smart services for waste, WiFi, parking, tourism and events, lighting, water, CCTV, signage, building information modelling, power and energy, sound, sensors, health and education. While it will take some years for all communities to receive all smart services, the 'smart city implementation plan' puts our region at the forefront of 21st century service delivery.

Creating a positive experience for our customer includes being treated promptly, efficiently and professionally, including when council is responding as the regulator of local laws.

Our Customer Relationship Management Project is looking at how we can improve business relationships and processes with our customers to provide them with a seamless experience no matter how or when they contact council. The project, once completed, will provide the organisation with a more holistic view of our customers and, as a result, deliver a better experience for our customers. The program includes not only the implementation of a technology solution, a customer relationship system, but also a dedicated program of cultural change to strengthen our organisation-wide commitment to a customer first approach to the way we do business.

We undertake a large number of projects each year and this is only expected to increase in response to the growth of the region and the demand for new services and new channels of delivery. Projects are also

increasing in size and complexity. Despite the growth in projects under management, we continue to need to make tough decisions about project prioritisation. To do this we are establishing a clear and transparent approach to project prioritisation.

Our commitment to service excellence includes proactively engaging with our community to create opportunities for open and ongoing dialogue, listening to the community to make better decisions for the whole of the region, and being honest in our engagements by clearly articulating the extent to which community input may influence council decision making.

Every voice in our region has value. We welcome the involvement of our community and our customers in influencing the direction of our organisation and our region today and in the future.

Customer scanning library books



Region making projects, strategies and plans

Projects

- Smart Cities Coordination
- Centre of Excellence – Community Engagement
- UnityWater Primary Contact
- Project Management Office (delivery coordination)
- Customer Relationship Management System
- Road reseal program
- Digital Strategy development
- Strategic Asset Management System - Strategy development
- Local Laws Review
- Plant and Fleet Procurement Strategy development
- Customer Experience Strategy development

Plans

- Customer Charter
- Sunshine Coast Asset Management Plans

Goal measures:

1. Level of community involvement in local issues and activities
2. Average gap between community satisfaction and importance score across all services
3. Asset sustainability ratio



Waste sensors, Smart Centre, 63 Bulcock Street, Caloundra



An outstanding organisation

A high performing, innovative and customer-focused organisation marked by great people, good governance and regional leadership

With the introduction of the Next Steps to be an outstanding organisation, Council's structure and operations have been revised to ensure it is fit for the future. This means professionally ready to meet the anticipated growth and challenges confronting the Sunshine Coast region over the coming decade. We are set to achieve optimum organisational health for the future while concurrently delivering on the *Corporate Plan 2018-2022*.

Having a healthy workforce also directly translates to the health of our region. Council engages and supports its people to make positive and sustainable behaviour changes that reduce life-style related health risk factors and improve their overall health and wellbeing. The word FRESH has been chosen purposefully for Council's health and wellbeing program, as a reminder that feeling physically and mentally FRESH is a key to satisfying work, sustainable performance and 'great health' within the organisation and the community.

Council recognises it needs to sustain a workplace that is safe, smart, innovative, creative, engaging and inspires excellence in everything it does. Council has a great depth of skills and experience and how our people fulfil their roles, their commitment to the region and their willingness to go above and beyond, is what sets our organisation apart from other councils. Our fit for the future organisational strategy will see a renewed investment in the core capabilities of staff which enhance the organisation's focus on customer needs, including accountable leadership. It also supports the development of specialist teams in emerging capability areas. We are committed to an organisational-wide process of continuous improvement. This includes the development of a more consistent approach to project prioritisation, governance, methodologies and disciplines across the organisation and the range of projects undertaken, whilst decentralising responsibility for Game Changer projects.

Our healthy, smart, creative culture provides opportunities for staff and leaders to lead, learn and grow. Behaviours required of leaders at each level, in respect of managing context, self and others, are to be clearly defined and framed to ensure that the desired culture is achieved and reflect and drive the objectives of 21st century public service.

Council is in excellent financial shape. No other council in Queensland has a higher credit ranking. Our smart fiscal management is underpinned by the innovative and efficient approach taken by our workforce, commitment to keeping costs down and continuing to provide real value for money. Our approach is delivering unparalleled confidence in the region with the willingness of local and new businesses and the Federal and State Government to successfully invest and create wealth in our region.

Council's leadership team is empowering the workforce to lead and drive our professional approach to the delivery of core services and region-making projects, underpinned by our safety essentials. Our workforce is rising to the challenge and developing creative and innovative approaches to the way we do business.

A healthy, smart, creative workplace

In April 2017, council's FRESHminds won the Workplace Wellbeing category in the Local Government Managers Australia Awards for Excellence.

FRESHminds is an initiative under council's FRESH health and wellbeing program which aims to provide a mentally healthy workplace that promotes awareness and understanding of mental illness, encourages early help seeking behaviours and reduces stigma.

Our genuine approach to support employees who may be experiencing mental concerns has resulted in an observable attitudinal and behavioural shift in our workforce. We are seeing an increasing trend of self-disclosing current or past mental health concerns and as a result of sharing these stories, there has also been an increase in the peer support and compassion.

The total number of leave days taken due to injury (including stress leave) has reduced by 40% since 2014.

Region making projects, strategies and plans

Projects

- Sunshine Coast City Hall
- Maroochydore CBD (Council Land only)
- Caloundra CBD (Council lands only)
- Virtual Project Management Office (corporate framework)
- Corporate Depot Management
- Operational Asset Management (Corporate)
- Outstanding Organisation Strategy development
- Commercial Property (Property Trust)
- Revenue raising / Commercialisation Strategy development
- Operational Plan development
- Review of strategic policies and master plans
- Project prioritisation framework development
- ICT Strategy review

Strategies

- People Strategy 2017-2019
- ICT Strategy 2011-2016

Goal measures:

1. Operating surplus ratio
2. Net financial liabilities ratio
3. Workplace health and safety – days lost to injury
4. Customer and employee experiences reflect organisation values

- Property Management Strategy

Plans

- Corporate Plan 2018-2022
- Financial Sustainability Plan 2015-2025

Achieving outstanding recognition and fulfilling the high standards we set for the organisation

Striving to be our best in an outstanding organisation is a shared goal of our workforce. Council will continue to focus on celebrating its achievements and successes by nominating services, projects, initiatives and people for local, state and national awards.

Council has been recognised many times by its peers, winning numerous prestigious awards and achievements across the organisation.

Council is constantly developing ongoing collaborations between research institutions, business and industry to support initiatives and innovation.

In addition to external recognition, the CEO Excellence Awards are presented as part of council's employee recognition program, which aims to notice, share, recognise and celebrate employees who are living council's values each day.



CEO Mike Whittaker with Employee of the Year 2017 Kellie Holdsworth



Mary Grigor Centre, Bankfoot House Heritage Precinct

Council Services



Airport

Aeronautical operations, passenger related services and management services for Sunshine Coast Airport and Caloundra Aerodrome.

Focus for 2018-2022

Construction of the new east-west runway at Sunshine Coast airport and associated infrastructure to accommodate larger, more fuel-efficient aircraft, and enabling direct flights to more locations in Australia, Asia and Western Pacific.

Key service statistic

1 million
passengers per annum

Beaches, foreshores, coastal infrastructure and canals

Dredging and sand replenishment, maintenance of dune fencing, revetment walls, jetties, boat ramps, pontoons, groynes and beach access, canal locks, weirs and pumps.

Focus for 2018-2022

Building resilience into our coastal infrastructure assets to mitigate the impacts of climate change.

Key service statistic

130 km of coastline
60 km of beaches, 259 beach access points and 156 constructed water bodies.

Bushland conservation and habitat

Partnerships and education programs to protect and enhance biodiversity assets, pest animal and plant mitigation, natural area reserve networks protection, enhancement and management, fire management programs.

Focus for 2018-2022

Improvement in quality of vegetation and habitats contained within the natural area reserve network.

Key service statistic

571
environmental reserves
(includes natural amenity areas, bushland reserves, dune systems and riparian areas) totaling 6,113 ha.

Cemeteries

Providing and maintaining cemeteries for burial and ashes interment.

Focus for 2018-2022

Explore opportunities to examine cemetery requirements to support population growth within the region and changing trends and practice.

Key service statistic

95% compliance
with cemetery standards for maintenance.



Community and cultural development and partnerships

Planning, partnering and supporting the community through a range of community development, civic and cultural programs, and grants.

Focus for 2018-2022

Recognising and supporting opportunities which develop and grow creative and cultural industries on the Sunshine Coast, positioning the region as a key destination for both industries.

Key service statistic

220 events
and more than 35,000 attendees to Horizon Festival.

Community Venues

Providing, managing and administering the hiring and leasing of community and cultural venues including The Events Centre and other performance venues.

Focus for 2018-2022

Ensure Sunshine Coast venues are designed and equipped to be resourceful, to offer a high quality experience for the community and to ensure their usage is maximised.

Key service statistic

2500
community events each year attended by 320,000 people.

Customer and Community Relations

Providing customer contact channels, media and public relations, strategic marketing and reputation management, civic and community events to keep the public informed, engaged and celebrating community life.

Focus for 2018-2022

Provide a program of services that celebrate who we are as a region and respond to the needs of our community and introduce videography as a preferred communication medium, in conjunction with social media platforms, to enhance council's reputation locally, nationally and internationally.

Key service statistic

Facebook engagements increasing by over

10% per month and customer contact service satisfaction rate consistently more than 90%.

Development Services

Provide development information and assessment services for planning, engineering, environment, building and plumbing as well as the management of development compliance and appeals.

Focus for 2018-2022

Establish 24/7 access to eServices that provide access to development information and decisions.

Key service statistic

152,678 free development information site reports and **877,000** visits to PD Online.



Disaster Management

Regional disaster management co-ordination including prevention, preparation, response and recovery.

Focus for 2018-2022

Disaster risk reduction and the building of community resilience to mitigate the impacts of climate change and natural disasters.

Key service statistic

Over

\$6 million allocated to disaster prevention, preparedness, response and recovery activities annually.

Economic Development

Providing industry and business programs and initiatives to support the growth of the regional economy.

Focus for 2018-2022

Delivery of programs and actions in support of the Regional Economic Development Strategy to contribute to achieving the aspirational goals.

Key service statistic

Consistently achieving **more than 80%** customer satisfaction.

Elected Council

Provides community leadership, democratic representation, advocacy and decision-making.

Focus for 2018-2022

Engage closely with the community, advocate for service and infrastructure priorities and build partnerships to deliver on healthy, smart and creative opportunities for our region.

Key service statistic

2,305 customer requests directed to councillors offices during 2016/2017.



Holiday Parks

Providing and operating holiday parks including caravan, camping and cabin facilities.

Focus for 2018-2022

Increase the profitability of holiday parks thereby generating an on-going non-ratepayer funded revenue stream for council.

Key service statistic

6 holiday parks provide **1100** powered sites for use by local residents and visitors.



Libraries

Providing access to information and learning opportunities through static and mobile libraries and loanable items.

Focus for 2017-2021

Develop an engaging program of events, processes and activities that encourage the community, all ages to take advantage of the huge range of services libraries have to offer; and explore opportunities in response to changing needs in the community and innovative technologies.

Key service statistic

8 static and 2 mobile libraries with a **total membership of 111,600.**

Lifeguards

Providing regular patrols of beaches to ensure the safety and enjoyment of residents and visitors.

Focus for 2018-2022

Ensure all beaches are patrolled in accordance with council contract requirements to prevent drowning on Sunshine Coast Council beaches.

Key service statistic

Patrolled 21 beaches, with **118,000 preventative actions** and 315 rescues in 2016/2017.

Local Amenity and Local Laws

Maintaining and regulating local amenity through local laws, regulated parking, community land permits and management of animals, overgrown land and abandoned vehicles.

Focus for 2018-2022

Providing customers with a greater understanding of legislation through education and warnings before enforcement.

Key service statistic

A minimum of **25,000** interactions per annum where response and public education on local laws is undertaken.

Public Health

Protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations.

Focus for 2018-2022

Develop species specific communication and education materials for high alert pest species and conduct targeted communication and education programs in high risk locations.

Key service statistic

Minimum of **6,000** interactions per annum where specific communication and education on pest species is provided.

Public Lighting

Providing and maintaining public lighting.

Focus for 2018-2022

Enhancing the urban environment with quality lighting outcomes that improve tourism and lifestyle of residents throughout the region.

Key service statistic

28,079 lighting assets at 30 June 2017.

Recreation Parks, Trails and Facilities

Design, maintenance and management of council's public open space for active and passive recreation.

Focus for 2018-2022

Defining strategic links between recreation parks, trails and facilities to connect the existing assets and create economic, social and cultural opportunities.

Key service statistic

Council manages and maintains **491 parks** totaling 563 hectares.



Rivers, Streams, Estuaries and Water Bodies

Providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation.

Focus for 2018-2022

Building partnerships to reduce the impacts of sediment, nutrients and litter on waterways.

Key service statistic

More than **3,700 km** length of waterways, four coastal lagoons, and Pumicestone Passage.

Road Network Management

Road transport infrastructure planning, design and delivery, road safety and traffic management, public education programs, streetscapes planning and place making.

Focus for 2018-2022

Identify and pursue a range of techniques to improve forward project planning, design, and community engagement.

Key service statistic

427 concept and final designs completed during 2016/2017.

Roads, Cycleways and Pathways

Maintaining and improving the road network and associated assets (sealed and gravel roads, bridges and pathways), vegetation management, construction and project delivery services, permit fees, private works and levies.

Focus for 2018-2022

Modernising procedures and practices for service delivery including: increasing proactive maintenance programs; business analysis of multiple large data sets; improved scheduling and strategic procurement.

Key service statistic

Maintaining 2,356 km of sealed roads
509 km of unsealed roads and 1,192 km of pathways.

Sporting Facilities

Providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds and multi-sports fields.

Focus for 2018-2022

Proactively master plan key sporting facilities to prioritise capital expenditure throughout the sporting network.

Key service statistic

Providing 9-aquatic centres with over 1,000,000 visits and more than 800,000 visitors annually to stadiums and multi-sports facilities.

Stormwater Drainage

Managing and maintaining functional stormwater drainage.

Focus for 2018-2022

Improve the quality and range of cyclic condition inspections of the drainage network to reduce Corporate and Community risks, and enable maintenance intervention at earlier stages of asset deterioration.

Key service statistic

46,100 metres of stormwater network inspected during 2016/2017.

Sustainable Growth and Network Planning

Manage growth through network planning and establishing long term land use policy for urban settlements, the environment, flooding, transportation and the provision of infrastructure.

Focus for 2018-2022

Managing growth for the Sunshine Coast with a long term focus to 2041.

Key service statistic

\$28,831 million collected in infrastructure charges last year for investment in growth assets for our community.

Waste and Resource Management

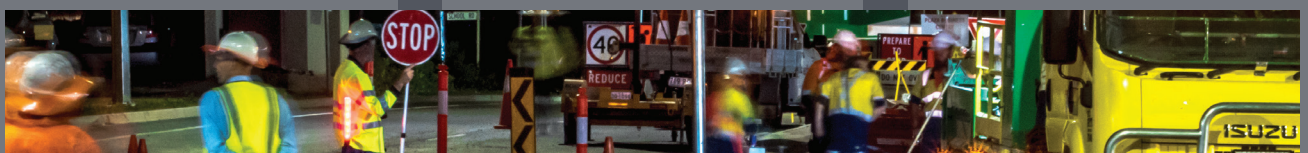
Collection and disposal of solid and liquid wastes, operation of waste transfer facilities and landfills, recycling and materials recovery, community education programs.

Focus for 2018-2022

Identifying new landfill sites, associated bulk haul options and/or alternative waste technologies.

Key service statistic

37% of waste diverted from landfill.



Services for the organisation's health and performance

Finance and Procurement Services

Financial and procurement management and governance, ensuring effective business management and legislative compliance, coordination and development of council's budget process, administration of financial systems, sundry debtors, accounts payable, financial and asset accounting, treasury, procurement, contract and supply functions.

Focus for 2018-2022

Increasing customer accessibility to self-service information and payments; and connecting local businesses to council's material and service supply requirements.

Key service statistic

33,000 rating and
60,000
payment transactions
through 'my council' and
\$240 million
of council's procurement
spend with local suppliers
in 2016-2017.

Fleet Management

Procurement, maintenance and support for council's light fleet, heavy fleet, trucks and equipment and co-ordination of externally hired plant and equipment.

Focus for 2018-2022

Fostering effective partnerships with clients by providing cost-effective fleet management solutions.

Key service statistic

Council have a fleet of over
65 trucks
servicing the region's
6,980 hectares of
environmental reserves,
parks and gardens.

Governance

Providing internal leadership and communication, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported.

Focus for 2018-2022

Facilitating coordinated provision of information, quality decision-making and alignment of services to council's strategic direction.

Key service statistic

Council considered reports to make
272 formal decisions
during 23 Ordinary and
Special meetings in
2016/2017.



Human Resource Management

Assisting all employees with organisational development, payroll, recruitment, workplace relations, learning and development, workplace health and safety guidance and support.

Focus for 2018-2022

Work with our employees to foster a mentally healthy, skilled, committed and innovative workplace culture.

Key service statistic

Over 5,000
corporate wellbeing and
safety training sessions
provided to employees in
2016/2017.

Information and Communication Technology

Providing agile and transformative information and technology enabling council to be a leader in delivering innovative and sustainable services to its community.

Focus for 2018-2022

Implementing initiatives to digitally transform council to more effectively respond to community, business and visitor needs and enable the organisation to adapt to rapid changes in technology.

Key service statistic

205 sets
of open data
made available to the
public since mid-2015.

Property Management

Comprehensive management of council's land and building assets to ensure that council's property dealings are optimised, centrally managed and support council's objectives.

Focus for 2018-2022

Transitioning to mobile work places enabling greater agility and efficiency in service delivery, managing council's land holding with consideration for future generations; and implementing a commercial focus to managing council's property portfolio.

Key service statistic

Value of council owned
or controlled land and
building assets (excluding
auxiliary assets) is
\$666 million.



The future is here - that is our ethos on the Sunshine Coast. It embodies not just who we are now, but where we intend to be as we travel over that horizon.

Monitoring and reporting to our community

The 2018-2022 corporate plan will be reviewed annually to ensure it retains its currency and relevance for our community. This annual review will be undertaken between July and December each year to maintain the direct line of sight between council's strategic direction and the prioritisation of resources to services, programs and projects through the annual operational planning and budget development process.

Our performance monitoring and reporting is underpinned by the organisation's values – high standards, being our best and service excellence. Performance measurement is about the continuous improvement of council services. Our organisation is proud of the quality of its services and strives to understand what it can do to better to maintain those high standards for our community.

Corporate plan measures are designed to track progress over time and are one indicator of performance.

Annual reviews of the outcomes achieved through the implementation of regional and supporting strategies, community satisfaction surveys, feedback and comments from customers are other mechanisms by which council monitors progress towards our vision.

As part of the continuous improvement ideal, the 2018-2022 Sunshine Coast Council Corporate Plan is complemented by an on-line interactive resource to educate, improve visibility and encourage on-going dialogue with the community about council's strategic direction. Reports, survey results and performance data will be published through the interactive resource as they become available during each year.

This on-going dialogue with the community through the corporate plan interactive resource facilitates relevant and visible engagement with the community for each annual review of the corporate plan.

Annual Planning and Reporting Cycle

(Minor variance to timeframes may occur some years)

from April to June

- Annual Budget
(finalised and adopted by council)
- Department/Branch Plans
(updated)
- Annual Operational Plan
(finalised and adopted by council)
- Qtr. 3 CEO Report
(achievements against operational plan)

from July to Sept

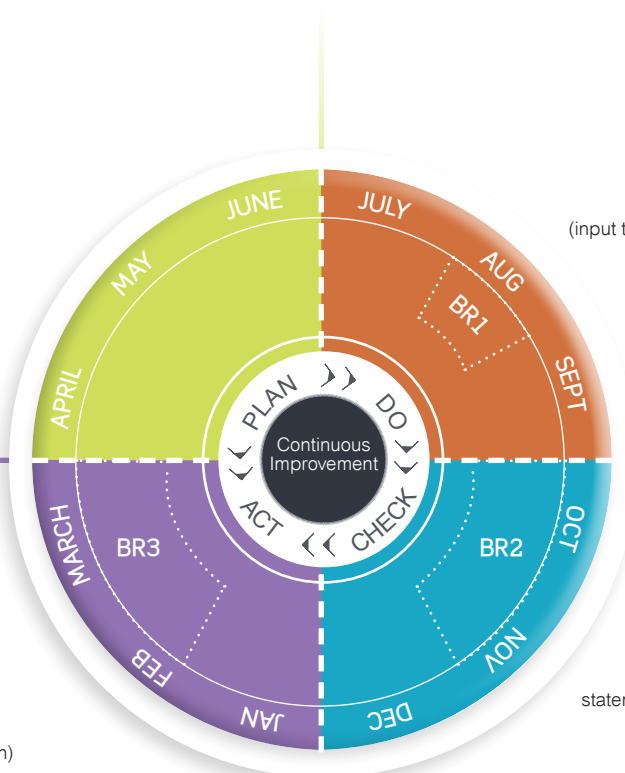
- Qtr. 4 CEO Report
(achievements against operational plan)
- Corporate plan measures
(performance results for previous year)
- Community and organisation surveys
(input to service and organisation performance)
- Annual Review Corporate Plan
(commences incorporating review of regional and supporting strategies, financial, asset management and master plans, customer satisfaction, service performance, council priorities, emerging issues and trends)

from Jan to March

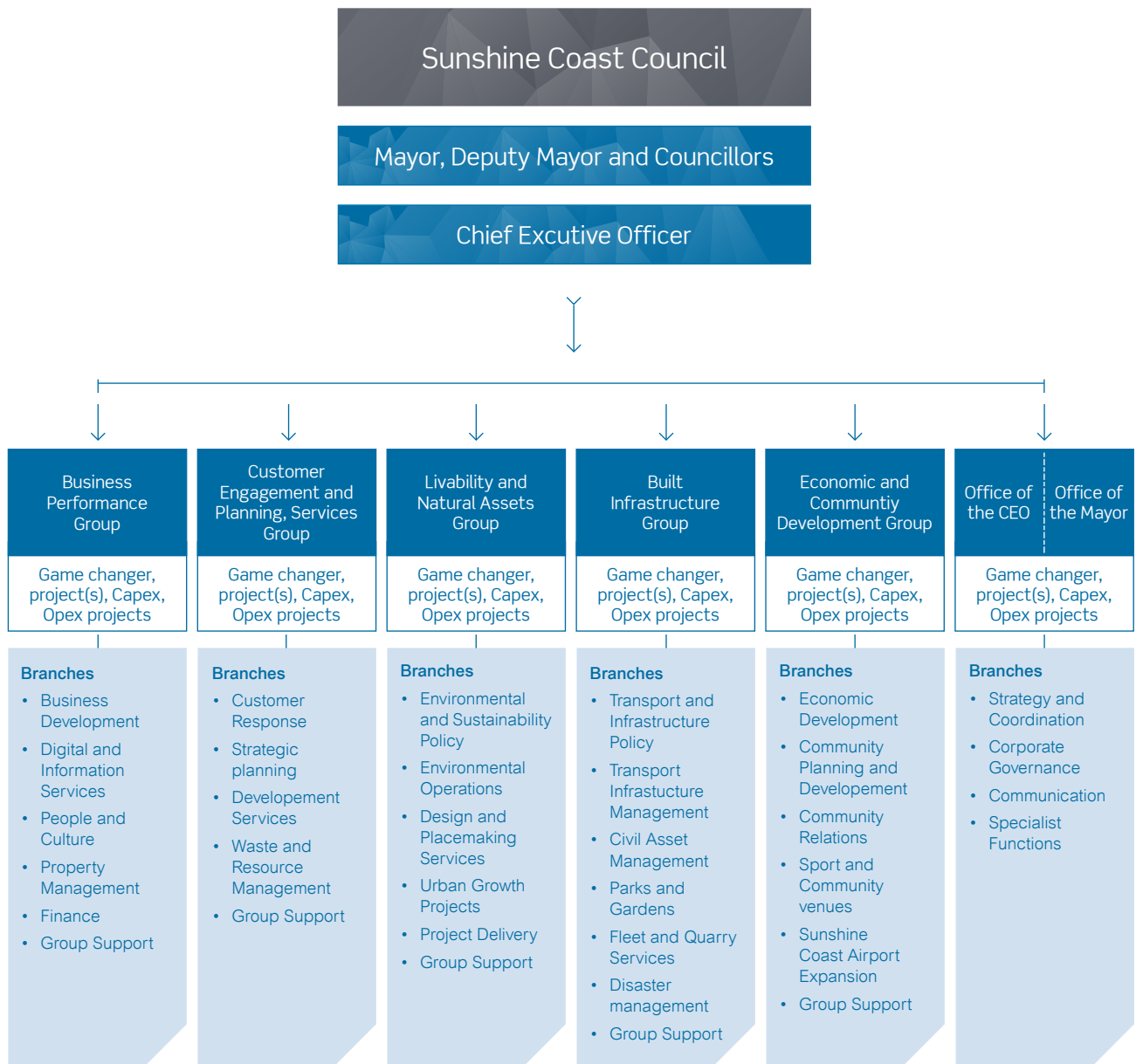
- Capital Works Program
(Finalised and endorsed by council)
- Annual budget development
(continues)
- Operational Plan development
(commences)
- Qtr. 2 CEO Report
(achievements against operational plan)

from Oct to Dec

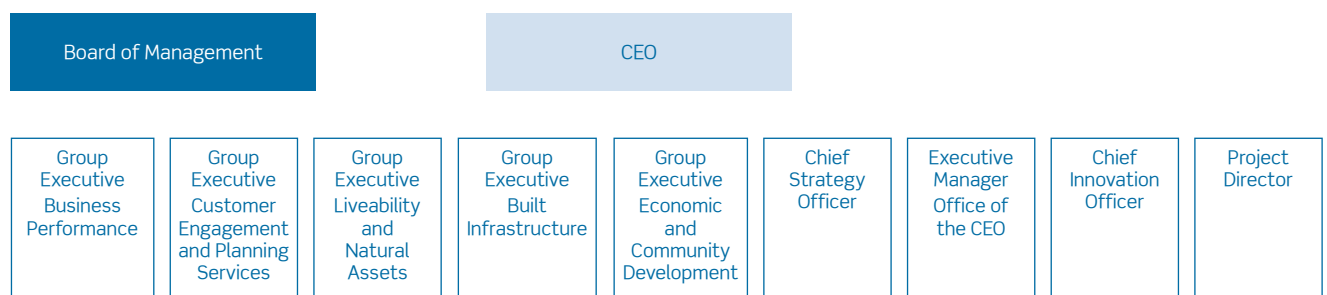
- Qtr. 1 CEO Report
(achievements against operational plan)
- Annual Report
(Corporate plan performance, financial statements and year end accounts produced)
- Annual Review Corporate Plan
(Completed and endorsed by council)
- Annual budget development
(commences)
- Capital Works Program development
(commences)



Sunshine Coast Council's service delivery framework



The Administrative Arm management structure





Disaster Service staff on the job



Definition of key terms

| | |
|------------------------------------|---|
| Advocate | to speak or argue in favour of something, such as a cause, idea or policy |
| Biodiversity | the variety of all life-forms including the different plants, animals and micro-organisms and the ecosystems they form |
| Capital works projects | construction of the necessary infrastructure (e.g. roads) to support the development of the region |
| Collaboration | working with someone to produce or create something |
| Corporate Plan | strategic document that identifies council's priorities for the next five years |
| Creativity | the ability to generate novel and useful ideas and apply knowledge – the seeds of innovation. The generation of new approaches, models and applications which transforms an idea into something of value |
| Entrepreneurialism | the ability to convert ideas, knowledge and creativity into a commercial opportunity that responds to or delivers on a demand or need from the broader community |
| Governance | guides culture and business practices, effective decision- making through strategic and operational planning, risk management and compliance, financial management and external reporting |
| Infrastructure | the basic facilities, services and installations needed for the functioning of a community or society, such as transport networks, drainage, water and sewerage |
| Innovative | introducing new ideas and original and creative thinking |
| Region (Regional) | the area within the Sunshine Coast local government area |
| Resilient | able to withstand or recover quickly from difficult conditions |
| Social infrastructure | community facilities, services and networks that help individuals, families, groups and communities meet their social needs |
| Sunshine Coast Enterprise Corridor | the area nominated in the <i>Sunshine Coast Regional Economic Development Strategy 2013-2033</i> and defined as stretching primarily along the coastal strip from north of the Sunshine Coast Airport to Caloundra South and bounded to the west by the Bruce Highway |
| Sustainable | meeting the needs of the present without compromising the ability of future generations to meet their own needs |
| Value | improvements to the well-being of the organisation, the community, quality of life and/or economic prosperity |
| Vision | a statement that describes the future towards which council is working |





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