



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



Sunshine Coast Council  
Operational Plan 2019-20  
June 2019





Sunshine Coast Council  
**Operational Plan**  
2019-2020  
June 2019



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**Acknowledgements**

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## Acknowledgment of Country

Sunshine Coast Council acknowledges the traditional Country of the Kabi Kabi Peoples of the coastal plains and northern hinterland and the Jinibara Peoples of the southern hinterland 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.



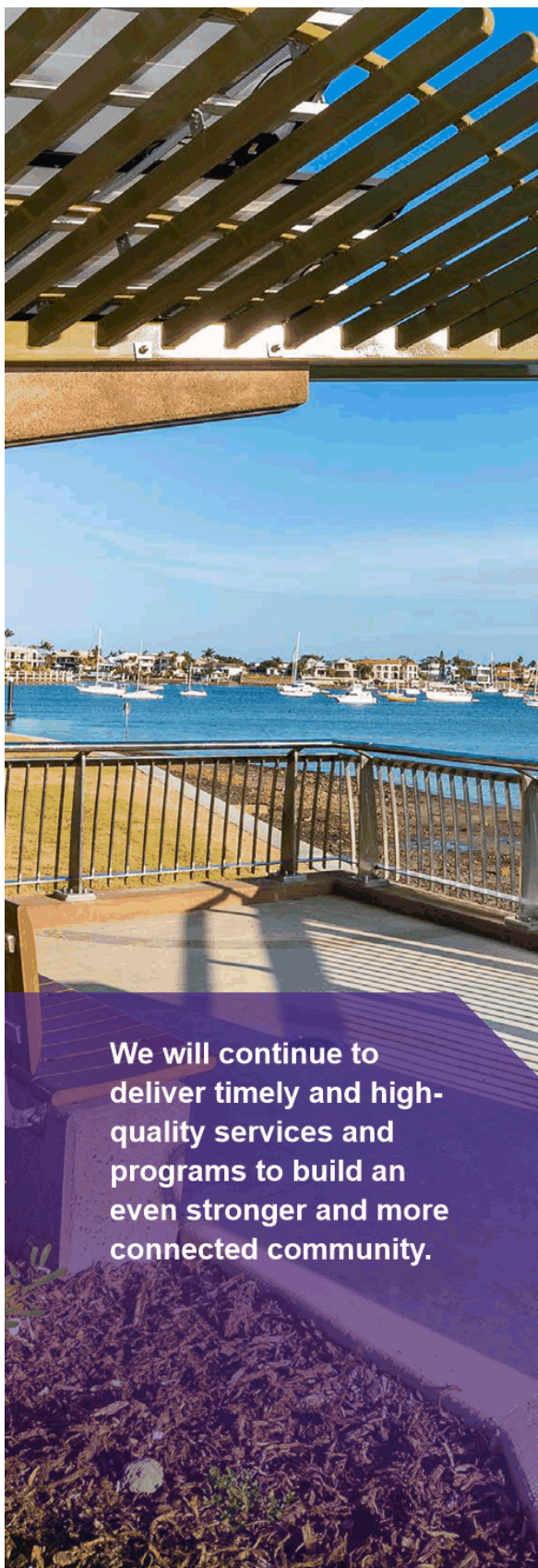
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**We will continue to deliver timely and high-quality services and programs to build an even stronger and more connected community.**



## CEO Foreword

Sunshine Coast Council's vision is to be Australia's most sustainable region – Healthy. Smart. Creative. This vision is ambitious, however, we are working together across the community, business sector, organisation and other key stakeholders, and we are making real progress.

Our role is complex and challenging. We manage more than 300,000 different assets with an approximate value of \$5 billion. Every member of the community uses these assets every day—from parks to paths, creeks to community centres, from dunes to drains, streetlights to switchboards, and graders to gravel. This highlights the breadth of our services and the challenges in our regulatory service role to maintain and enhance the amenity of our region.

We will continue to deliver timely and high-quality services and programs to build an even stronger and more connected community.

The *Operational Plan 2019-20* is our annual plan that defines the priority actions for the financial year, consistent with the funding allocated in the budget. It doesn't list every initiative of council, however it clearly articulates how Council will progress the vision and goals outlined in the Corporate Plan through the next financial year as well as the robust governance framework we have in place to manage risk.

All the activities from the *Operational Plan 2019-20* are reported quarterly to the community and remain publicly available on our web site throughout the year. This includes updates on some of the outstanding service achievements that our people deliver on a daily basis.

**Michael Whittaker**  
Chief Executive Officer



# Introduction

## What is the purpose of the Operational Plan?

The *Sunshine Coast Council Corporate Plan 2019-2023* is Council's strategic blueprint for the future. It considers the strategic direction of Council and defines how the organisation services and supports the community. Everything council delivers aligns to the Corporate Plan.

Section 104(5) of the *Local Government Act 2009* and Section 175 of the *Local Government Regulation 2012* set out the requirements and content for an operational plan. The regulation provides that the operational plan must:

- a be consistent with the annual budget
- b state how a Council will:
  - i progress the implementation of the five-year corporate plan and
  - ii state how a Council will manage operational risks.

The Operational Plan has been prepared consistent with these requirements. The *Operational Plan 2019-20* and the annual *Budget 2019-20* are complementary documents and are developed in parallel to provide consistency between commitments in Council's work program and the resourcing allocations determined as part of the annual Budget.

## How are operational activities determined and linked across Council?

The operational activities are drawn from implementation plans associated with: Council decisions; Council endorsed strategies; legislative requirements; essential service reform and emerging issues.

Each operational activity aligns with one of the strategic goals as defined in the *Corporate Plan 2019-2023*, see *Figure 1 below*.

Linked to the strategic Corporate Plan Goals, and outlined within this plan, there are also three Pathway types which are used to underpin the Goals and help connect planning for the future, current service delivery and organisational performance levels.

- 1 *Strategic pathways* describe where Council is working to position its self to be better able to progress our strategic intent.
- 2 *Delivery pathways* describe service outcomes from a community-centric perspective.
- 3 *Performance pathways* describe our people capabilities and how we work together to achieve our Purpose and enable us to deliver our goals.

Together this structure provides a holistic and integrated approach to deliver on Council's purpose: *to serve the community with excellence and position the region for the future.*

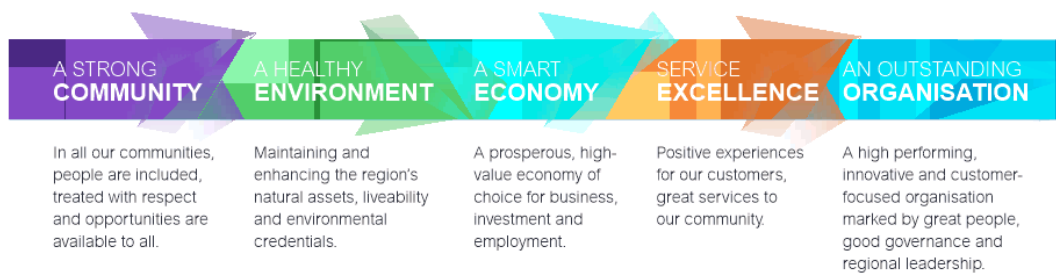


Figure 1: Strategic Goals

## How are operational activities allocated and progressed?

In the Operational Plan, lead responsibility for each operational activity is allocated to a Group within the Organisational Structure (see Figure 2, below). Each area of Council is responsible for delivering their allocated operational activities and reporting on implementation through quarterly and annual reporting processes.

The successful implementation and resulting contribution to achieving the outcomes described in the *Corporate Plan 2019-2023* relies on a collaborative, one-team approach by our elected representatives, staff, contractors, partners and volunteers. This joint approach,

for which the Sunshine Coast is renowned, enables consistent, focused, timely and value for money services being delivered to our community.

Operational activities are also incorporated into Group and Branch Business Plans, as well as individual performance plans. Each Group is responsible for managing the scheduling, delivery, performance and reporting for those activities, projects and services for which they have lead responsibility in line with the commitments and expectations of Council, as well as identifying, managing and monitoring operational risks.



Figure 2: Organisational Structure

View from Mt. Ngungun courtesy of J Hill

# A Strong Community

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

## Strategic Pathways

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

Operational Activity	Alignment to Strategy / Plan	Criteria for Inclusion	Lead Group
1.1.1 Implement priority activities from the <i>Disaster Management Plan 2019-2022</i> .	Disaster Management Plan 2019-2022	Legislated imperative	Built Infrastructure
1.1.2 Implement prioritised actions from the Sunshine Coast Aquatic Plan 2011- 2026 including delivery of key projects including Beerwah Aquatic Centre expansion/upgrade and Nambour Aquatic Centre Splash Park project.	Sunshine Coast Aquatic Plan 2011-2026	Implement Council Resolution	Economic and Community Development
1.1.3 Develop and attract events and sporting opportunities at Council managed venues - Caloundra Indoor Stadium, Maroochydore Multi Sports Complex, Nambour Showgrounds, Sunshine Coast Stadium, and Venue 114.	Sunshine Coast Major Events Strategy 2018-2027	Identified as a priority in 2019-20	Economic and Community Development
1.1.4 Support the Sunshine Coast Lightning in the Suncorp Super Netball League and maximise benefits associated with the partnership.	Sunshine Coast Major Events Strategy 2018-2027	Implement Council Resolution	Economic and Community Development
1.2.1 Implement priority activities from the <i>Sunshine Coast Libraries Plan 2014-2024</i> .	Sunshine Coast Libraries Plan 2014-2024	Identified as a priority in 2019-20	Economic and Community Development
1.2.2 Continue to ensure the manner in which Council distributes grant monies to community and not-for-profit organisations supports Council's vision for the region.	Sunshine Coast Social Strategy 2015	Identified as a priority in 2019-20	Economic and Community Development
1.3.1 Implement priority activities from the <i>Integrated Transport Strategy</i> .	Integrated Transport Strategy	Identified as a priority in 2019-20	Built Infrastructure
1.3.2 Coordinate the delivery of Council's Transport Levy policy and program.	Integrated Transport Strategy	Implement Council Resolution	Built Infrastructure
1.3.3 Deliver the Sunshine Coast's premier multi-arts Horizon Festival events program for 2019.	Sunshine Coast Arts Plan 2018-2038	Implement Council Resolution	Economic and Community Development





Operational Activity	Alignment to Strategy / Plan	Criteria for Inclusion	Lead Group
1.3.4 Develop the annual Heritage Levy program to implement the priority activities and projects identified in the <i>Sunshine Coast Heritage Plan 2015-2020</i> .	Sunshine Coast Heritage Plan 2015-2020	Implement Council Resolution	Economic and Community Development
1.3.5 Implement priority activities from the <i>Sunshine Coast Social Strategy 2015</i> .	Sunshine Coast Social Strategy 2015	Identified as a priority in 2019-20	Economic and Community Development
1.3.6 Implement priority activities from the <i>Sunshine Coast Reconciliation Action Plan</i> .	Reconciliation Action Plan	Identified as a priority in 2019-20	Economic and Community Development
1.3.7 Implement priority activities from the <i>Sunshine Coast Arts Plan 2018-2038</i> .	Sunshine Coast Arts Plan 2018-2038	Identified as a priority in 2019-20	Economic and Community Development
1.3.8 Implement, monitor and report on the actions of <i>Sunshine Coast Council Parking Management Plan</i> .	Parking Management Plan	Implement Council Resolution	Built Infrastructure
1.4.1 Progress the Sunshine Coast Mass Transit project business case and engineering design in partnership with key stakeholders.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Liveability and Natural Assets
1.4.2 Achieve 80% Disability Standards for Accessible Public Transport Compliance including 55 upgrades to existing stops and 20 new stops.	Integrated Transport Strategy	Identified as a priority in 2019-20	Built Infrastructure
1.5.1 Develop the <i>Sunshine Coast Community Strategy 2019-2041</i> which will set a framework and process for how Council will work to develop a strong community into the future.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Economic and Community Development
1.5.2 Implement prioritised actions from the <i>Sunshine Coast Sport and Active Recreation Plan 2011-2026</i> including the delivery of key projects: Maroochydhore Multi Sports Complex (netball and AFL), Sunshine Coast Tennis Centre Caloundra and Meridan Fields AFL.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Economic and Community Development



## Delivering Council services

Corporate Plan Goal 1: A Strong Community		Lead Group
Service 1	Community and cultural development and partnerships - providing planning, partnering and supporting the community through a range of community development, civic and cultural programs and grants.	Economic and Community Development
Service 2	Community venues – providing, managing, programming and administering community and cultural venues including the Events Centre, Venue 114 and other community spaces.	Economic and Community Development
Service 3	Disaster management – providing regional disaster management coordination including prevention, preparation, response and recovery.	Built Infrastructure
Service 4	Libraries – providing access to information and learning opportunities through static and mobile libraries, programs and loanable items.	Economic and Community Development
Service 5	Lifeguards – providing regular patrols of beaches to ensure the safety and enjoyment of residents and visitors.	Economic and Community Development
Service 6	Public lighting – providing and managing public lighting.	Built Infrastructure
Service 7	Roads, cycleways and pathways – maintaining and improving the road network and associated assets (sealed and gravel roads, bridges and pathways), vegetation management, construction and project delivery services, permit fees, private works and levies.	Built Infrastructure
Service 8	Road network management – providing road transport infrastructure planning, design and delivery, road safety and traffic management, travel behaviour change initiatives, streetscapes planning and place making.	Built Infrastructure
Service 9	Sporting facilities – providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds and multi-sports fields.	Economic and Community Development

## A Healthy Environment

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

### Strategic Pathways

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

Operational Activity	Alignment to Strategy / Plan	Criteria for Inclusion	Lead Group
2.1.1 Implement priority activities from the <i>Environment and Liveability Strategy 2017</i> .	Environment and Liveability Strategy 2017	Identified as a priority in 2019-20	Liveability and Natural Assets
2.1.2 Develop the <i>Coastal Hazard Adaption Strategy</i> which will plan for the impacts of climate change along our coastline.	Environment and Liveability Strategy 2017	Identified as a priority in 2019-20	Liveability and Natural Assets
2.1.3 Develop the <i>Sunshine Coast Design Strategy</i> to guide the design of great places for residents and visitors and strengthens the 'look and feel' of the Sunshine Coast.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Liveability and Natural Assets
2.1.4 Progress major development areas including Caloundra South and Beerwah East.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Liveability and Natural Assets
2.2.1 Coordinate the delivery of Council's Environment Levy including strategic land acquisition program.	Environment and Liveability Strategy 2017	Identified as a priority in 2019-20	Liveability and Natural Assets
2.2.2 Plan for the protection of the Regional inter-urban break in perpetuity to secure the environmental, production and recreation values.	Environment and Liveability Strategy 2017	Identified as a priority in 2019-20	Liveability and Natural Assets
2.2.3 Lead the development of a Biosphere nomination for the local government area and progress through community engagement.	Environment and Liveability Strategy 2017	Identified as a priority in 2019-20	Liveability and Natural Assets
2.2.4 Upgrade and replace ageing groyne at Maroochy River to protect the natural assets.	Environment and Liveability Strategy 2017	Council resolution	Liveability and Natural Assets
2.3.1 Progress the Adopt a Street (Tree) program as part of Council's proactive street tree planting program.	Environment and Liveability Strategy 2017	Identified as a priority in 2019-20	Built Infrastructure





Operational Activity	Alignment to Strategy / Plan	Criteria for Inclusion	Lead Group
2.3.2 Plan for the delivery of conservation, flood mitigation and recreational outcomes across the Maroochy Catchment in partnership with Unitywater and the state government.	Environment and Liveability Strategy 2017	Identified as a priority in 2019-20	Liveability and Natural Assets
2.5.1 Operate the Sunshine Coast Solar Farm, including the sale of electricity and large-scale generation certificates and ongoing maintenance.	Corporate Plan 2019-2023	Council resolution	Business Performance

### Delivering Council services

Corporate Plan Goal 2: A Healthy Environment		Lead Group
Service 10	Stormwater drainage – managing and maintaining functional stormwater drainage.	Built Infrastructure
Service 11	Beaches, foreshores, coastal infrastructure and canals – providing dredging and sand replenishment, maintenance of dune fencing, revetment walls, jetties, boat ramps, pontoons, groynes and beach access, canal locks, weirs and pumps.	Liveability and Natural Assets
Service 12	Bushland conservation and habitat – partnerships and education programs to protect and enhance biodiversity assets, pest animal and plant mitigation, natural area reserve network protection, enhancement and management, fire management programs.	Liveability and Natural Assets
Service 13	Recreation parks, trails and facilities – providing design, maintenance and management of Council’s public open space for active and passive recreation.	Liveability and Natural Assets
Service 14	Rivers, streams, estuaries and water bodies – providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation.	Liveability and Natural Assets
Service 15	Sustainable growth and network planning – providing land use planning, social policy, infrastructure planning and charges, flood mapping, transportation planning and environmental initiatives.	Liveability and Natural Assets

# A Smart Economy

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

## Strategic Pathways

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

Operational Activity	Alignment to Strategy / Plan	Criteria for Inclusion	Lead Group
3.1.1 Implement priority activities and projects from the <i>Regional Economic Development Strategy 2013-2033</i> (2019-2023 Implementation Plan).	Regional Economic Development Strategy 2013-2033	Identified as a priority in 2019-20	Economic and Community Development
3.1.2 Manage the delivery of the Visit Sunshine Coast funding deed and marketing deliverables for the Sunshine Coast region.	Regional Economic Development Strategy 2013-2033	Identified as a priority in 2019-20	Economic and Community Development
3.1.3 Implement the high priority actions as identified in the Caloundra Centre Masterplan.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Office of the CEO
3.1.4 Delivery of economic activation programs in Caloundra and Mooloolaba and specialist advice and support to more than 1500 businesses across the region.	Regional Economic Development Strategy 2013-2033	Identified as a priority in 2019-20	Economic and Community Development
3.2.1 Progress the Sunshine Coast International Broadband Network project to facilitate landing of a submarine cable.	Regional Economic Development Strategy 2013-2033	Identified as a priority in 2019-20	Economic and Community Development
3.2.2 Progress the Maroochydore City Centre project to achieve a high density city centre and to deliver an identifiable city heart for the wider Sunshine Coast.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Office of the CEO
3.2.3 Finalise the business case for the Sunshine Coast Exhibition and Convention Facility and advocate for funding opportunities.	Regional Economic Development Strategy 2013-2033	Identified as a priority in 2019-20	Office of the CEO
3.3.1 Manage the Sunshine Coast Airport Expansion Project, ensuring compliance with state and federal agency regulatory requirements.	Corporate Plan 2019-2023	Implement Council Resolution	Built Infrastructure
3.3.2 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.	Regional Economic Development Strategy 2013-2033	Identified as a priority in 2019-20	Economic and Community Development



Operational Activity	Alignment to Strategy / Plan	Criteria for Inclusion	Lead Group
3.3.3 Implement prioritised actions from <i>Sunshine Coast Holiday Parks Business Plan 2015-2020</i> , including delivery of the redevelopment of the Mooloolaba Holiday Park.	Sunshine Coast Holiday Parks Business Plan 2015-2020	Identified as a priority in 2019-20	Economic and Community Development
3.4.1 Plan and coordinate delivery of an annual International Relations (including missions) Program.	Regional Economic Development Strategy 2013-2033	Identified as a priority in 2019-20	Economic and Community Development
3.4.2 Promote the trade and investment credentials and opportunities across the Sunshine Coast economy and beyond.	Regional Economic Development Strategy 2013-2033	Identified as a priority in 2019-20	Economic and Community Development
3.5.1 Implement priority activities from the <i>Major Events Strategy 2018-2027</i> .	Regional Economic Development Strategy 2013-2033	Identified as a priority in 2019-20	Economic and Community Development
3.6.1 Progress the Smart City Implementation Program which outlines a three year rolling program of smart city solutions to be installed at key locations across the region.	Corporate Plan 2019-2023	Council resolution	Business Performance
3.6.2 Delivery of the regional innovation program and enhancement of innovation ecosystem through leadership, programs, awards and promotion of region nationally and internationally to contribute to the regional economic development strategy goals.	Regional Economic Development Strategy 2013-2033	Identified as a priority in 2019-20	Economic and Community Development

### Delivering Council services

Corporate Plan Goal 3: A Smart Economy		Lead Group
Service 16	Economic development – providing industry and business programs and initiatives to support the growth of the regional economy.	Economic and Community Development
Service 17	Holiday parks – providing and operating holiday parks including caravan, camping and cabin facilities.	Economic and Community Development



## Service Excellence

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

### Delivery Pathways

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

Operational Activity	Alignment to Strategy / Plan	Criteria for Inclusion	Lead Group
4.2.1 Establish the Customer Experience Management Program, including the implementation of a Customer Relationship Management System.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Customer Engagement and Planning Services
4.2.2 Construct and commission the Pneumatic Waste Collection Station.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Customer Engagement and Planning Services
4.3.1 Adopt the Excellence in Engagement Framework to guide delivery of coordinated, consistent and contemporary best practice community engagement.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Economic and Community Development
4.4.1 Revise Council's Waste Strategy 2015-2025 to align with the new Queensland Government State Waste Strategy.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Customer Engagement and Planning Services
4.4.2 Deliver Planning and Development Services to ensure statutory requirements are met to achieve positive customer experiences and maintain strong industry engagement.	Sunshine Coast Planning Scheme 2014	Legislated imperative	Customer Engagement and Planning Services
4.4.3 Undertake parking surveys to enable Council to identify trends and make informed decisions on parking management.	Parking Management Plan	Identified as a priority in 2019-20	Built Infrastructure
4.5.1 Implement the 2019-2029 Asset Management Plan to improve delivery of the Electrical, Lighting, Telecommunications and Transportation Technologies to our community.	Corporate Plan 2019-2023	Legislated imperative	Built Infrastructure
4.5.2 Deliver the Capital Works Program based on robust scopes, cost and risk with well sequenced delivery schedules aligned to the corporate prioritisation policy and long term financial plans.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Liveability and Natural Assets



Operational Activity	Alignment to Strategy / Plan	Criteria for Inclusion	Lead Group
4.5.3 Implement CONFIRM asset management system to enable more effective asset maintenance and ultimately improve service levels to the community.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Built Infrastructure
4.5.4 Implement a Public Lighting Pilot Project in partnership with Energy Queensland Limited to evaluate benefits of various smart node technologies and to establish unit rates to facilitate re-evaluation of the business case to consider reinstatement of the LED Street Light Replacement Program.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Built Infrastructure

### Delivering Council services

Corporate Plan Goal 4: Service Excellence		Lead Group
Service 18	Cemeteries – providing and maintaining cemeteries for burial and ashes interment.	Customer Engagement and Planning Services
Service 19	Customer and community relations – providing a range of customer channels for contact and information including updates to the website and interaction through calls, social media, chat functions, emails and call backs.	Customer Engagement and Planning Services
Service 20	Development services – planning, engineering, plumbing and landscaping approvals, provision of specialist advice to the community on planning requirements, audit of private development works, investigation of complaints from the public around land use or development, management of appeals.	Customer Engagement and Planning Services
Service 21	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.	Customer Engagement and Planning Services
Service 22	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.	Business Performance
Service 23	Public health – protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations.	Customer Engagement and Planning Services
Service 24	Quarries – providing quarry products for construction, architectural and landscaping purposes.	Built Infrastructure
Service 25	Waste and resource management – collection and disposal of solid and liquid wastes, operation of waste transfer facilities and landfills, recycling and materials recovery, community education programs.	Customer Engagement and Planning Services

## An Outstanding Organisation

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

### Performance Pathways

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

Operational Activity	Alignment to Strategy / Plan	Criteria for Inclusion	Lead Group
5.1.1 Implementation of the Outstanding Organisation framework to build organisational capability and capacity.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Business Performance
5.1.2 Provide a workplace that is fit for purpose and supports our people to deliver great services to the community across our administrative buildings and depots.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Business Performance
5.2.1 Progress the design of the Sunshine Coast City Hall to enable procurement of a construction partner for the building.	Corporate Plan 2019-2023	Implement Council Resolution	Business Performance
5.3.1 Implementation of strategic initiatives and key projects to support safety performance including the annual safety management plan and the safety management system.	Safety Management Plan	Essential Service Reform	Business Performance
5.4.1 Partner with Universities (including the University of the Sunshine Coast), peak research institutions and the community to attract research investment to inform Council's planning and decision making for the management of environmental and coastal assets.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Liveability and Natural Assets
5.5.1 Securing land for Council projects and future developments.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Office of the CEO
5.5.2 Establishing a contemporary portfolio, program and project management framework and supporting system.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Office of the CEO
5.6.1 Develop a new <i>People Strategy</i> and implement processes and systems to support the delivery of the Council's vision; and provide a safe workplace that attracts and retains high calibre employees.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Business Performance



Operational Activity	Alignment to Strategy / Plan	Criteria for Inclusion	Lead Group
5.6.2 Build a comprehensive legislative compliance database to provide a holistic view of our organisation to record the legislative, policy and procedural requirement of all employees.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Office of the CEO
5.6.3 Enhance the Organisational Performance framework and supporting system to monitor ongoing delivery of strategic priorities and assist decision making.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Office of the CEO
5.7.1 Develop and monitor Council's budget, including legislated requirements.	Corporate Plan 2019-2023	Identified as a priority in 2019-20	Business Performance

### Delivering Council services

Corporate Plan Goal 5: An Outstanding Organisation		Lead Group
Service 26	Elected Council – providing community leadership, democratic representation, advocacy and decision-making.	Office of the Mayor
Service 27	Financial and procurement services – financial and procurement management and governance, ensuring effective business management and legislative compliance, coordination and development of Council's budget process, administration of financial systems, sundry debtors, accounts payable, financial and asset accounting, treasury, procurement, contract and supply functions.	Business Performance
Service 28	Fleet management – providing procurement, maintenance and support to Council's light fleet, heavy fleet, trucks and equipment and coordination of externally hired plant and equipment.	Built Infrastructure
Service 29	Governance – providing internal leadership, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported.	Office of the CEO
Service 30	People and Culture – partner with the organisation to inspire an environment for great leadership and people capability to build on our outstanding organisation for today and the future.	Business Performance
Service 31	Digital Information Services – providing agile and transformative information and technology enabling Council to be a leader in delivering innovative and sustainable services to its community.	Business Performance



# Governance, Risk and Reporting

Council prides itself on its ethical and robust governance culture.



Figure 3: Governance Framework



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

Corporate Governance refers to the system by which Council is directed and controlled within the local government environment. This diagram (see Figure 3) gives an overview of the Corporate Governance framework processes and practices to enable better decision making for councillors, management and employees of the Sunshine Coast Council.

### Reporting on the progress of the Operational Plan

The Operational Plan provides the basis for reporting to Council on progress towards achieving Corporate Plan goals each quarter.

Business areas provide performance data and highlights regarding;

- services;
- operational activities; and
- significant projects.

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

### Risk management

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

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

Council regularly reviews, monitors and reports on risks across Council, including strategic risks, operational risks and project risks; this ensures Council continues delivering quality service to the community through its Operational Plan.



Figure 4: Risk Management

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

### Connecting with Council

To receive Council news and information you can subscribe to Council's e-newsletters.

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

 @sunshinecoastcouncil  @councilscc  @sunshinecoastcouncil

Council invites residents to participate in its many forms of community engagement. These engagement activities range from simply telling you about what Council is doing and giving updates on Council activities, to getting your feedback by asking you to have your say.

We encourage you to visit [www.sunshinecoast.qld.gov.au](http://www.sunshinecoast.qld.gov.au)









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 **Sunshine Coast**  
COUNCIL

Our region.  
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