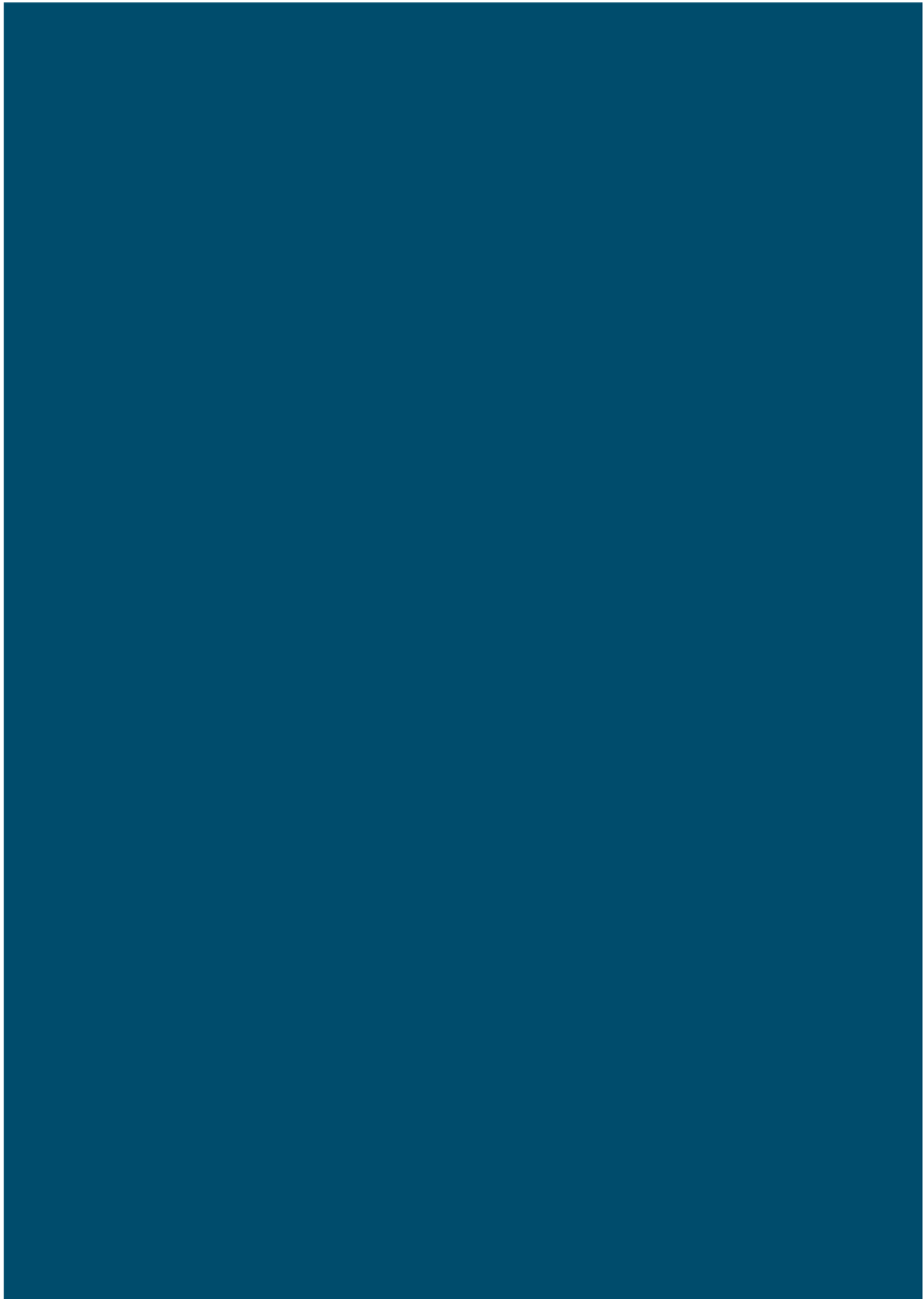




Sunshine Coast Council Corporate Plan 2014-2019





Sunshine Coast Council Corporate Plan 2014-2019



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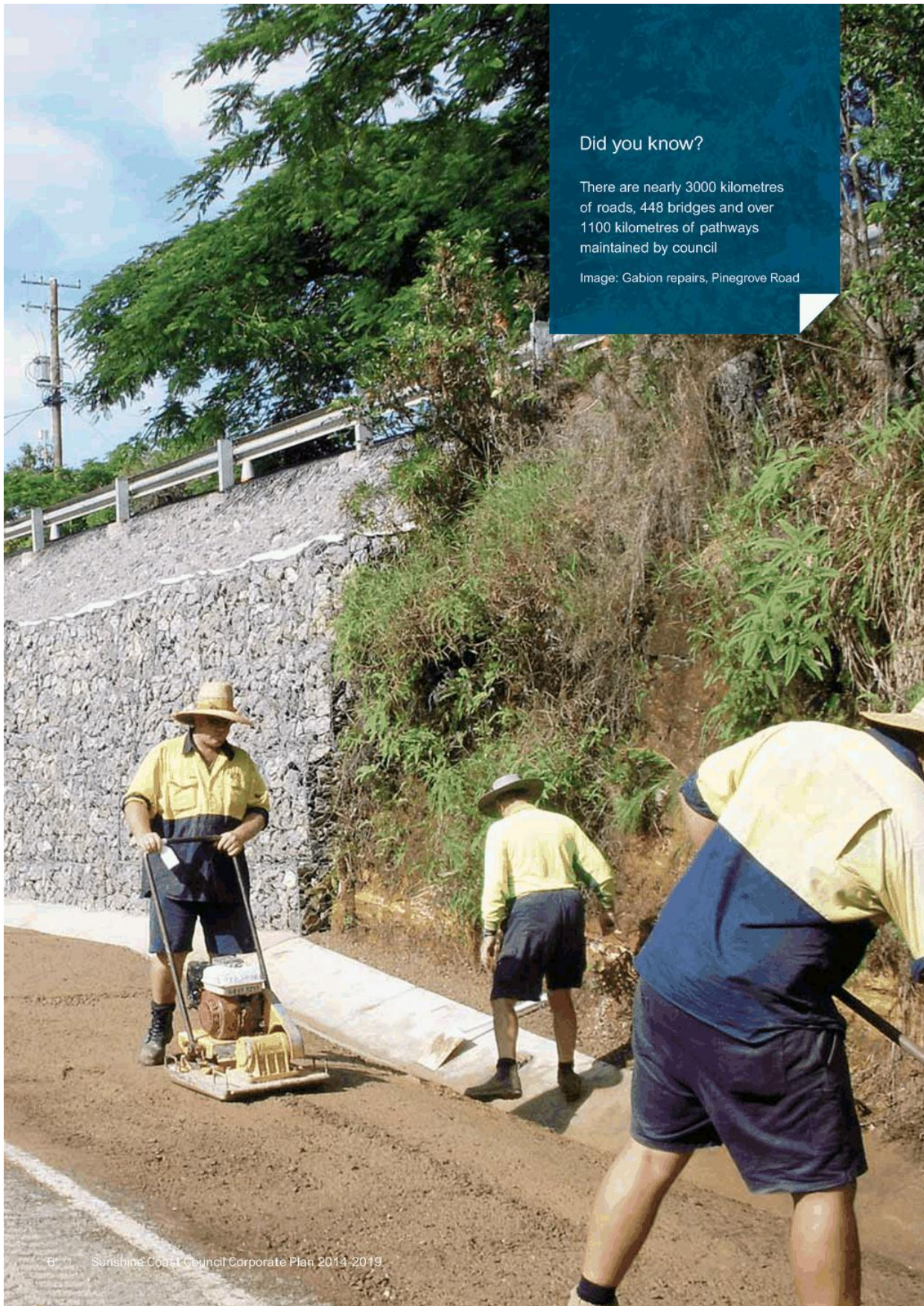
Council wishes to thank all contributors and stakeholders involved in the development of this document.

Disclaimer

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Did you know?

There are nearly 3000 kilometres of roads, 448 bridges and over 1100 kilometres of pathways maintained by council

Image: Gabion repairs, Pinegrove Road

Foreword

The Sunshine Coast Council Corporate Plan 2014-2019 sets the strategic direction and priorities for Council for the next five years.

The *Corporate Plan 2014-2019* has been informed by many long-term strategies and considerations for the region. It also sets a new direction for the organisation – but one which maintains a strong focus on the core services that Council delivers or facilitates to meet the expectations of the community.

The goals and priorities in the *Corporate Plan 2014-2019* have been guided by the policy foundations already laid down by Council, which have been considered and developed through broad community consultation processes.

These foundations support Council's aspirational vision for the Sunshine Coast:

To be Australia's most sustainable region – vibrant, green, diverse.

Many people and organisations play a part in achieving this vision for the Sunshine Coast. Local residents, visitors, community organisations, business, industry and governments all make contributions in some way.

The *Corporate Plan 2014-2019* focuses on the contribution that Council will make over the next five years to realising this important vision for the Sunshine Coast community.

The Corporate Plan is structured around five corporate goals, each supported by a suite of outcomes that Council is committed to achieve over this timeframe.

Like all local governments in Queensland, Sunshine Coast Council is required under section 165 of the *Local Government Regulation 2012* (the regulation) to produce and adopt a five year Corporate Plan and to carry out its responsibilities in a way that is consistent with the corporate plan.

The *Corporate Plan 2014-2019* has been produced in accordance with the regulation. It will form the basis of Council's Annual Operational Plan and will guide Council's annual budget deliberations.

Council's progress towards achieving each goal in this plan will be assessed against specific and simple measures and reported through its Annual Report.

The *Corporate Plan 2014-2019* will also be reviewed each year and continue to be informed by emerging issues and trends so that it remains relevant to, and reflects, community priorities.

As always, Council values feedback from our staff, customers and stakeholders and welcomes any suggestions that may improve our approach to servicing the community. To provide your feedback, please contact Council on 5475 7272 or by email at mail@sunshinecoast.qld.gov.au



Figure 1: Sunshine Coast Council's five corporate goals



Message from the Mayor

On behalf of the Sunshine Coast Council, it gives me great pleasure to present the organisation's Corporate Plan 2014-2019.

This is the blueprint for Council's future. It defines how we will service and support the community and build a region that is second to none.

Within its pages lie the goals and initiatives that this organisation will pursue to help establish the Sunshine Coast as Australia's most sustainable region – vibrant, green, diverse.

What that means is making decisions and taking action to grow business confidence to ensure the region can provide a wide range of employment and career options – particularly for young people and families.

It means sensible planning and ongoing care of our environment and natural assets so they are enhanced and not lost as the region grows.

And it means maintaining and celebrating the lifestyle and character of our communities – an important part of our wellbeing and who we are.

This region will continue to grow, as major developments like the new city centre in Maroochydore, an international airport and the Sunshine Coast University Hospital at Kawana take shape and as more people discover what is so special about the Sunshine Coast.

Council recognises the important responsibility it carries in managing the community's expectations as this growth occurs. It is essential that we remain focused on the features and attributes which make our region the great place that it is and why we all choose to call the Sunshine Coast home.

Valuing the identity of all of our communities - from the Hinterland to the coastal strip – and securing great opportunities for the future is at the heart of everything that we will do.

This Corporate Plan is for a new organisation and will see us through to 2019. Unsurprisingly, its values and priorities echo what the community and our staff have been telling us they want to see from Council – and that is how it should be.

My fellow Councillors and I recognise that Council's greatest asset is its staff – the women and men who work tirelessly and passionately to support the community of which they are also a part. This Corporate Plan recognises their contribution and ensures that the organisation's strategic goals are clearly connected with their aspirations and responsibilities.

Our future is in our hands – we will get out of it what we put into it. What we are putting into the future on behalf of our community is substantial. The results should be equally so.

Mayor Mark Jamieson



Message from the Chief Executive Officer

This Corporate Plan reflects a new and exciting time for the Sunshine Coast Council. It is a time of new beginnings, new energy and new opportunities for our organisation and the region.

This Corporate Plan has been developed to capture these opportunities and set the priorities for the organisation over the next five years. It focusses the organisation on delivering key services to the community, maintaining existing community assets and places a priority on planning for new infrastructure where it is most needed.

Importantly, this Corporate Plan reinforces the Council's vision for the Sunshine Coast to be Australia's most sustainable region – vibrant, green, diverse.

At the core of this Corporate Plan is an emphasis on strong leadership, strategic partnerships and effective advocacy so the region and each community can reach its full potential.

Over the next decade the Sunshine Coast will be transformed through the delivery of key region-making projects – an expanded central business district in Maroochydore and a new runway at the Sunshine Coast Airport. At the same time, Council will be advocating for critical transport upgrades and consolidating the many community benefits associated with the opening of the new Sunshine Coast University Public Hospital.

Council and its staff have the opportunity to lead the implementation of some of these projects and in doing so, shape the long-term future of the region.

The organisation will also remain clearly focussed on its most important priority – delivering the wide range of core local government services that help support our communities.

Our goals and values will shape how we work collaboratively both within and outside our organisation. This will include working with community members and volunteers, business suppliers and contractors – and the many others who contribute to servicing our diverse communities. More than ever before, partnerships with other levels of government and commercial entities will be needed to deliver the outcomes that Council seeks on behalf of the community.

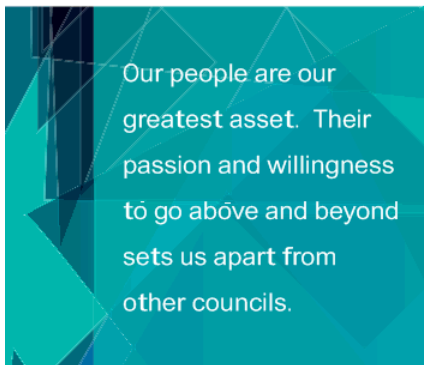
I have every confidence in the spirit and determination of this organisation and its commitment to delivering this Corporate Plan. Our workforce is highly skilled, dynamic and adaptable in its approaches to tackling the range of challenges ahead. Above all, our staff are committed to delivering fit for purpose, high quality services.

This is an important time for the Sunshine Coast and for the organisation - far reaching decisions and actions will be set in train over the next five years which will significantly shape the future of the region. This Corporate Plan has us prepared and geared up for the exciting times ahead.

John Knaggs
Chief Executive Officer

Part 1: Our organisation

Striving for excellence



The Sunshine Coast Council is one of the largest local governments in Australia – serving a community of more than 280,000 residents across an area of approximately 2,291 square kilometres.

As a large regional local government, the Sunshine Coast Council is leading some of the most significant and unique opportunities to grow the prosperity of the community and firmly entrench the region as one of the most desirable places to live, work, invest, play and visit. The region is renowned for its natural assets, distinct communities, location, unprecedented investment opportunities, strong community and unrivalled environmental credentials.

However, as the region continues to grow and change and as government resources become increasingly stretched, Council will face a number of challenges which inevitably impact on the direction the organisation takes and the services it delivers. Council will always seek to tackle challenges proactively to maintain the confidence of its community and ensure core local government services are available, accessible and delivered in the most cost effective way.

Council recognises that it has a responsibility to provide strong leadership for the organisation and the community and strive for excellence in its governance and service standards. Getting this mix right will build a strong and successful organisation that is well placed to make a meaningful contribution to strengthening the vibrancy and prosperity of the region into the future.

Council's *Corporate Plan 2014-2019* marks the commencement of a new era for local government on the Sunshine Coast. The upheaval brought about by changes to the structure of local government in the region over the past six years is now behind us. Through strong leadership and good decision-making, Council is well positioned to be among Australia's most successful local governments.

The Corporate Plan sets high standards and goals for the future, in line with community needs and expectations. Council's approach will focus on excellence – from how we manage waste to how we deliver an international airport.

Importantly, the Corporate Plan is about people, in particular, the approximately 1500 staff employed by Council who play an integral role in shaping our organisation and delivering outstanding service to the Sunshine Coast community.

Council highly values the diversity of skills and experience that people bring to the organisation and which they deploy in servicing the community on a daily basis. Our people are our greatest asset. Their passionate commitment to the region and their willingness to go above and beyond is what sets our organisation apart from other councils.



Did you know?

In 2013, 87% of planning applications were decided within 20 days and another 10% within 40 days

The Corporate Plan provides the foundation for the new Sunshine Coast Council - an organisation that continually strives for excellence by:

- establishing clear goals, priorities and performance expectations
- listening and responding to the needs and aspirations of the community it serves
- maintaining an ongoing commitment to our people and the contributions they make
- investing in the professional development of our staff so they have the opportunity to reach their full potential
- providing an organisational environment that is safe, supportive and encourages innovation and proactive behaviour.



Serving the community

Every day, Council and its staff deliver a wide range of services, advice, information and experiences to the residents of, and visitors to, the Sunshine Coast.

Council also plans, builds, manages and maintains assets valued at approximately \$3.3 billion, from local roads, pathways and stormwater pipes to aquatic centres, community halls and recreational parks.

These important community assets benefit the region by:

- enabling residents to participate in community activities, access services and enjoy the natural environment
- supporting the economy and enabling local businesses to grow and service their customers
- offering great experiences to visitors.

Much of what Council does on a daily basis can often go unnoticed, but as our Services snapshot shows, the contribution of Council and its staff to the wellbeing, liveability and economy of the region is substantial.



Services snapshot

Service	Description
1 Airport	Aeronautical operations, passenger related services and management services for Sunshine Coast Airport and the Caloundra Aerodrome
2 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
3 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
4 Cemeteries	Providing and maintaining cemeteries for burial and ashes internment
5 Community and cultural development and partnerships	Planning, partnering and supporting the community through a range of community development, civic and cultural programs and grants
6 Community venues	Providing, managing and administering the hiring and leasing of community and cultural venues including The Events Centre and other performance venues
7 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
8 Disaster management	Regional disaster management co-ordination including prevention, preparation, response and recovery
9 Economic development	Industry and business programs and initiatives to support the growth of the regional economy
10 Elected council	Community leadership, democratic representation, advocacy and decision-making
11 Holiday parks	Providing and operating holiday parks including caravan, camping and cabin facilities
12 Libraries	Providing access to information and learning opportunities through static and mobile libraries and loanable items
13 Lifeguards	Regular patrolling of beaches to ensure the safety and enjoyment of residents and visitors

Service	Description
14 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
15 Public health	Protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations
16 Quarries	Provision of quarry products for construction, architectural and landscaping purposes
17 Public lighting	Providing and maintaining public lighting
18 Recreation parks, trails and facilities	Design, maintenance and management of Council's public open space for active and passive recreation
19 Rivers, streams, estuaries and water bodies	Providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation
20 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, levies
21 Road network management	Road transport infrastructure planning, design and delivery, road safety and traffic management, public education programs, streetscapes planning and place making
22 Sporting facilities	Providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds and multi-sports fields
23 Stormwater drainage	Managing and maintaining functional stormwater drainage systems
24 Sustainable growth and network planning	Land use planning, social policy, infrastructure planning and charges, flood mapping, transportation planning, environmental initiatives
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

A range of services underpin the operations and activities of Council – namely financial and procurement services, human resource management, governance, information and communication technology, property management, building and facility maintenance, customer and community relations and fleet management. The cost of these corporate services is proportionally allocated to each of the 25 services the community receives.

The journey so far

Sunshine Coast Council's roots go back a long way.



Landsborough Shire Council's Bald Knob quarry and crushing plant, April 1926.



'Overland' truck, the first motor vehicle used for road work in Kenilworth by the Maroochy Shire Council, ca 1935.

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 large 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. Their 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.

In 2008, following a recommendation of the Local Government Reform Commission, three councils, Maroochy, Caloundra and Noosa, amalgamated to form the first Sunshine Coast Regional Council.

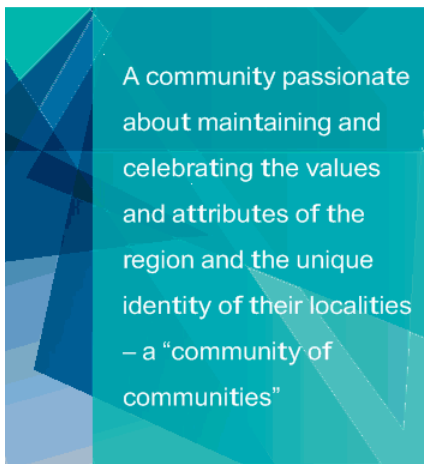
The new Sunshine Coast Council faced the challenge of setting up a shared vision and organisation for the merged councils, at the same time as the effects of the global financial crisis and severe weather events impacted on the area. Once again the priority became repairs to roads and bridges and the welfare of those affected.

In March 2013, the residents of the former Noosa Shire voted to re-establish a Noosa Shire Council. This took effect on 1 January 2014.

Since the formation of local government in the region back in the 1800s, the Sunshine Coast and its governing bodies have experienced significant change.

The new Sunshine Coast Council faces the challenge of building on the achievements of the past and guiding the region into the future; a future heavily influenced by continued population growth and demographic change, significant urban development, and industry growth and diversification. At the same time the new Council must maintain a strong focus on protecting the region's environment, indigenous and cultural heritage and unique lifestyle.

Shaping our future



The Sunshine Coast Council today is one of the largest local governments (by population) in Australia – administering a region with diverse landscapes and natural assets and supporting a community that continues to experience strong growth.

Council has worked with residents, community organisations, local business and industry to build:

- an economy worth nearly \$13 billion, offering significant (and in some cases, unique), public and private investment opportunities
- a national reputation as a leading tourism destination
- a community passionate about maintaining and celebrating the values and attributes of the region and the unique identity of their localities – a “community of communities”
- impressive environmental and sustainability credentials – reflecting the strong desire of the community to maintain and enhance its natural assets, biodiversity, pristine landscapes and outstanding liveability.

These are important foundations for the community and they play a key role in shaping the goals and priorities that Council will pursue over the next five years.

Council cannot however, afford to be complacent.

New challenges and opportunities emerge every day. One way or another, they impact on Council’s approach to servicing the community and positioning the region for the future.

Council is not immune from the forces that are shaping Australia in the 21st century. Of particular significance is the effect of the fiscal policies and constraints that are faced by all levels of government – which is resulting in an overall reduction in public investment in critical regional economic and social infrastructure and employment generation programs.



Did you know?

Council works with over 1,800 not-for-profit community groups across the region

If sustained economic growth and greater community wellbeing are to be achieved and critical infrastructure is to be delivered to service a growing community, then Council needs to be able to source new private investment and encourage a broader mix of employment options. In turn, this will deliver new, enduring careers for local residents and better access for the community to a wide range of services.

Locally, the significant influences on the goals and priorities that Council will pursue for 2014-2019 include:

- the impact of a growing and ageing population, placing increasing pressure on the design, shape and connectivity of communities, the demand for affordable and customised services and range of housing options
- building economic strength and resilience in order to shape the type of population growth that occurs and to facilitate investment in infrastructure, services and employment options which a growing population requires
- retaining a quality environment and lifestyle is a major priority for the community. This requires ongoing attention and commitment particularly given the region will continue to experience population growth and the associated impacts on waterways, coastal areas, ecosystems and other natural assets
- community expectations that Council focuses on delivery, is responsive to the needs of its constituents, ensures value for money in the delivery of services, exhibits fairness and transparency in decision-making and demonstrates high levels of integrity in its actions and service responses.

Council must pursue a targeted approach over the next five years if it is to meet the expectations of the community and play its part effectively in responding to the challenges and opportunities confronting the region.

Council must meet the expectations of the community and play its part in responding to the challenges and opportunities confronting the region



Part 2: Our plan

Did you know?

Council provides nine public aquatic centres across the region supporting over 1 million visitations each year

Our commitment to the future



Our vision

Council remains firmly committed to its vision for the Sunshine Coast, first articulated in 2009:

To be Australia's most sustainable region – vibrant, green, diverse.

This vision reflects an important balance in our economic, social and environmental objectives and influences our approach to serving our community.

A balance that encompasses strength, leadership and collaboration with all elements of the community to enhance the region's reputation as a highly desirable place to live, work, invest, play and visit and importantly, a region that is connected to the global community.

Our purpose

In contributing to achieving the vision for the region, Council's purpose is:

To serve the community well and position the region for the future.

Council is a local service provider, an advocate and a regulator, but it cannot be all things to all people. Council has a specific and limited range of tools available to assist the community. By focussing on excellence in delivering its services, Council makes a meaningful and tangible contribution to the strength and wellbeing of the region.

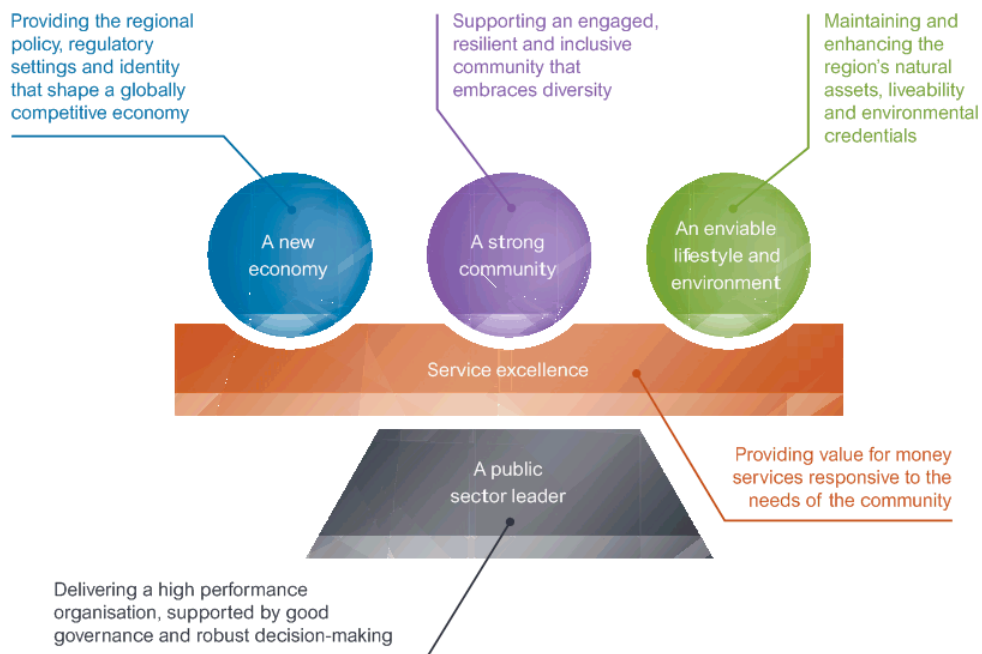
Our goals

Considering the opportunities and challenges that are shaping our future and the vision it has embraced, Council has identified five goals that it will pursue over the period 2014-2019.

Each goal is supported by defined outcomes which will be achieved through a set of priority actions each year that are responsive to the needs of the community.

The delivery of these actions will also help to position the Sunshine Coast Council as a highly successful local government – a council which:

- is rated amongst the strongest performing, financially sustainable councils in Queensland based on independent Queensland Treasury Corporation assessment
- has an established reputation nationally and globally as a local government that encourages worthwhile, high-value investment and community participation; enhances its environment; supports lifestyle choices and opportunities
- is recognised as a public sector employer of choice.



Our values

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.

Respect for each other in our working relationships	Working collaboratively with honesty, trust and mutual support
	Listening to understand other points of view
	Valuing individual differences, ideas, opinions and diversity
	Building strong partnerships both within and outside the organisation
	Communicating openly, respectfully and regularly
Being our best by continuing to learn, grow, challenge and change	Taking personal responsibility for our ongoing improvement, learning and development and creating a great place to work
	Being responsible and accountable for our own actions
	Encouraging new ways of working and innovative ideas
	Making health, safety and wellbeing a priority
	Celebrating both individual efforts and shared achievements
Working as one team across the organisation and with our community	Collaborating to share ideas, solve problems and achieve results
	Building teams involving our colleagues and community
	Providing clear direction and practical support
	Being respectful in our communications and team approach
	Being cooperative, productive team members who are prepared to contribute
High standards in our conduct, service and governance	Conducting ourselves ethically and professionally
	Ensuring integrity is at the heart of all we do
	Making decisions based on complete information and supporting employees to implement these decisions
	Inspiring a sense of purpose and direction
Service excellence to our customers and each other	Delivering our promises
	Being clear and timely in our communication
	Taking responsibility for assisting our customers
	Providing services fairly, promptly and respectfully
	Creating positive customer experiences

Achieving our goals

1. A new economy

Providing the regional policy, regulatory settings and identity that shape a globally competitive economy

Outcomes for 2014-2019

- 1.1 Strong economic leadership, collaboration and identity
- 1.2 New capital investment in the region
- 1.3 Investment and growth in high-value industries
- 1.4 Strong local to global connections
- 1.5 A natural, major and regional event destination

Areas for measurement

- Strategy implementation
- Infrastructure investment
- Service and program performance
- Client satisfaction

Key services

- Airport
- Economic development
- Holiday parks

Related strategies and plans

Sunshine Coast – The Natural Advantage: Regional Economic Development Strategy 2013-2033
Sunshine Coast Major and Regional Events Strategy 2013-2017
Sunshine Coast Rural Futures Strategy
Sunshine Coast Planning Scheme 2014



Did you know?

The Sunshine Coast Airport can service over one million passengers each year

Operational activities for 2014-2015

1.1 Strong economic leadership, collaboration and identity

- 1.1.1 Continue to deliver Council's responsibilities in the *Regional Economic Development Strategy 2013-2033* including:
 - 1.1.1.1 Support the activities of the Sunshine Coast Economic Futures Board, including the development of the New Economy Annual Report
 - 1.1.1.2 Implement a new regional investment brand and Regional Investment Prospectus, with a specific focus on the investment potential of the Sunshine Coast Enterprise Corridor
 - 1.1.1.3 Implement the *Sunshine Coast Planning Scheme 2014*, including progression of Council's nominated investigations and priority amendments to the scheme

1.2 New capital investment in the region

- 1.2.1 Progress the expansion of the Sunshine Coast Airport:
 - 1.2.1.1 Complete the Environmental Impact Statement
 - 1.2.1.2 Determine the financing strategy and model for securing required investment
 - 1.2.1.3 Conduct a market sounding and expression of interest process to determine Council's investment partner
- 1.2.2 Progress the development and delivery arrangements for the Maroochydore Priority Development Area (PDA):
 - 1.2.2.1 Implement the governance model for the development of the Maroochydore PDA
 - 1.2.2.2 Determine the financing arrangements for civil works and secure funding
 - 1.2.2.3 Determine the sequencing of precincts for release to market for development
 - 1.2.2.4 Investigate the development of a smart city framework for the PDA area
 - 1.2.2.5 Deliver early civil works for the Maroochydore PDA area
 - 1.2.2.6 Conduct a market sounding and expression of interest process for the development of the iconic precinct (including an entertainment, convention and exhibition centre)
- 1.2.3 Pursue commitments from other levels of government to progress significant regional infrastructure priorities:
 - 1.2.3.1 Develop and implement a targeted advocacy plan to obtain government commitments to major regional infrastructure priorities
 - 1.2.3.2 Undertake a feasibility study and seek clarity on Commonwealth approvals to enable further consideration of the Internet Broadband Gateway
 - 1.2.3.3 Continue to progress planning, infrastructure delivery solutions and service integration for key development areas at Kawana, Palmview and Caloundra South
- 1.2.4 Finalise planning, scoping and financing arrangements to progress the Brisbane Road carpark at Mooloolaba

1.3 Investment and growth in high-value industries

- 1.3.1 Progress industry and investment plans for high-value industries:
- Health and wellbeing
 - Education and research
 - Tourism, sport and leisure
 - Clean technologies
 - Aviation and aerospace
 - Knowledge industries and professional services
 - Agribusiness
-
- 1.3.2 Build the capacity of local businesses:
- 1.3.2.1 Facilitate access to specialist advice, information and services
- 1.3.2.2 Target Council's procurement policies and practices to support local businesses
-
- 1.3.3 Continue to implement the Caloundra Aerodrome Master Plan and associated property management and leasing arrangements
-
- 1.3.4 Encourage the development of the Oceanside Kawana Health Precinct:
- 1.3.4.1 Progress land use and infrastructure planning to facilitate delivery of the precinct
- 1.3.4.2 Identify car parking solutions
- 1.3.4.3 Provide investment attraction and business support services to support new business establishment and development in the precinct
- 1.3.4.4 Identify appropriate precinct management solutions and services
- 1.3.4.5 Monitor Council's investment in The Work Shop (an employment services partnership for the Sunshine Coast University Public Hospital project) and consider future funding arrangements

1.4 Strong local to global connections

- 1.4.1 Strengthen the export capabilities of the region and source new opportunities for business and infrastructure investment:
- 1.4.1.1 Organise, undertake and report on the outcomes of, international investment, trade and export missions
- 1.4.1.2 Promote the region's capabilities, products and services in key markets
- 1.4.1.3 Manage incoming international delegations
- 1.4.1.4 Ensure Queensland Government Trade Commissioners and Austrade officials have access to up to date information on the strengths and competitiveness of the Sunshine Coast

1.5 A natural, major and regional event destination

- 1.5.1 Build the reputation of the region as a major events destination:
- 1.5.1.1 Manage Council's major and regional events sponsorship commitments
- 1.5.1.2 Support the activities of the Sunshine Coast Events Board
- 1.5.1.3 Source and secure new major and regional events
- 1.5.1.4 Identify options to expand the funding base for the support of major and regional events



Did you know?

Council has eight branch libraries
and two mobile libraries with over
107,000 members

2. A strong community

Supporting an engaged, resilient and inclusive community that embraces diversity

Outcomes for 2014-2019

- 2.1 Safe and healthy communities
- 2.2 Resilient and engaged communities
- 2.3 Culture, heritage and diversity are valued and embraced
- 2.4 People and places are connected

Areas for measurement

- Strategy implementation
- Community satisfaction
- Service and program performance
- Program participation and partnerships

Key services

- Community and cultural development and partnerships
- Community venues
- Disaster management
- Libraries
- Lifeguards
- Public lighting
- Roads, cycleways and pathways
- Road network management
- Sporting facilities
- Stormwater drainage

Related strategies and plans

Sunshine Coast Open Space Strategy 2011
Sunshine Coast Sustainable Transport Strategy 2011-2031
Community Events and Celebrations Strategy
Sunshine Coast Youth Strategy 2010-2015
Sunshine Coast Social Infrastructure Strategy 2011
Sunshine Coast Council Positive Ageing Strategy 2011-2016
Sunshine Coast Access and Inclusion Plan 2011-2016
Sunshine Coast Cemetery Plan 2012-2027
Sunshine Coast Council Reconciliation Action Plan 2011-2016
Sunshine Coast Affordable Living Strategy 2010-2020
Sunshine Coast Active Transport Plan 2011-2031
Sunshine Coast Planning Scheme 2014

Operational activities for 2014-2015

2.1 Safe and healthy communities

- 2.1.1 Manage the Local Disaster Management Committee and provide disaster management services, information and advice
- 2.1.2 Develop contemporary flood studies and models to support appropriate land use decisions and disaster preparation and response
- 2.1.3 Plan, develop and manage appropriate operating arrangements for Council's community and sporting facilities:
 - 2.1.3.1 Manage the acquisition and development of sport and recreation facilities
 - 2.1.3.2 Implement prioritised projects from community facility master plans
 - 2.1.3.3 Investigate sites and identify options to accommodate difficult-to-locate sport and recreational activities
- 2.1.4 Manage impacts on the community from native and domestic animals:
 - 2.1.4.1 Implement Council's *Regional Flying Fox Management Plan*
 - 2.1.4.2 Develop and implement an animal management plan
- 2.1.5 Manage the contractual arrangements for public lighting
- 2.1.6 Facilitate a wider range of housing choice in the region:
 - 2.1.6.1 Profile identified business and industry workforce accommodation needs in the region (based on income, location and demographic considerations) to plan for improved access to appropriate housing options
 - 2.1.6.2 Investigate opportunities to encourage the provision of more diverse and resource-efficient housing options around existing centres and transport corridors
 - 2.1.6.3 Continue to coordinate the work of the Housing Affordability Taskforce and its advice to Council on key housing issues

2.2 Resilient and engaged communities

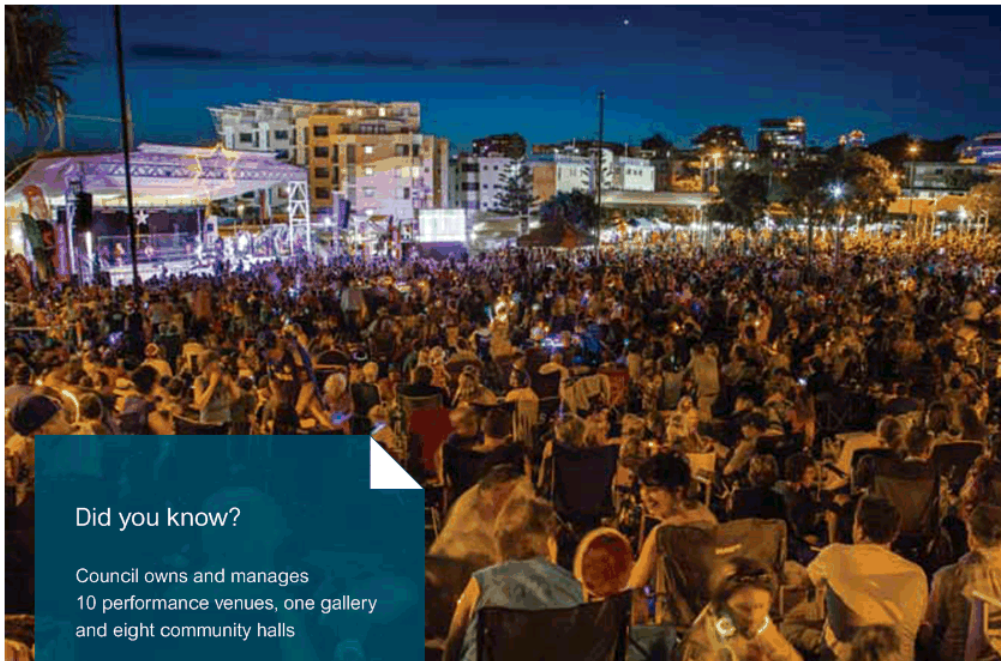
- 2.2.1 Develop and commence implementation of a new regional social strategy
- 2.2.2 Finalise and implement the Sunshine Coast Performance and Community Venues Plan 2014-2029
- 2.2.3 Finalise and implement the Sunshine Coast Libraries Plan 2014-2024
- 2.2.4 Review the community partnership grants program

2.3 Culture, heritage and diversity are valued and embraced

- 2.3.1 Develop and implement a heritage strategy
- 2.3.2 Conduct further due diligence assessment for the Nambour heritage tramway
- 2.3.3 Deliver a revised festive season program and key community participation events including New Year's eve at Mooloolaba, citizenship ceremonies and Australia Day civic events

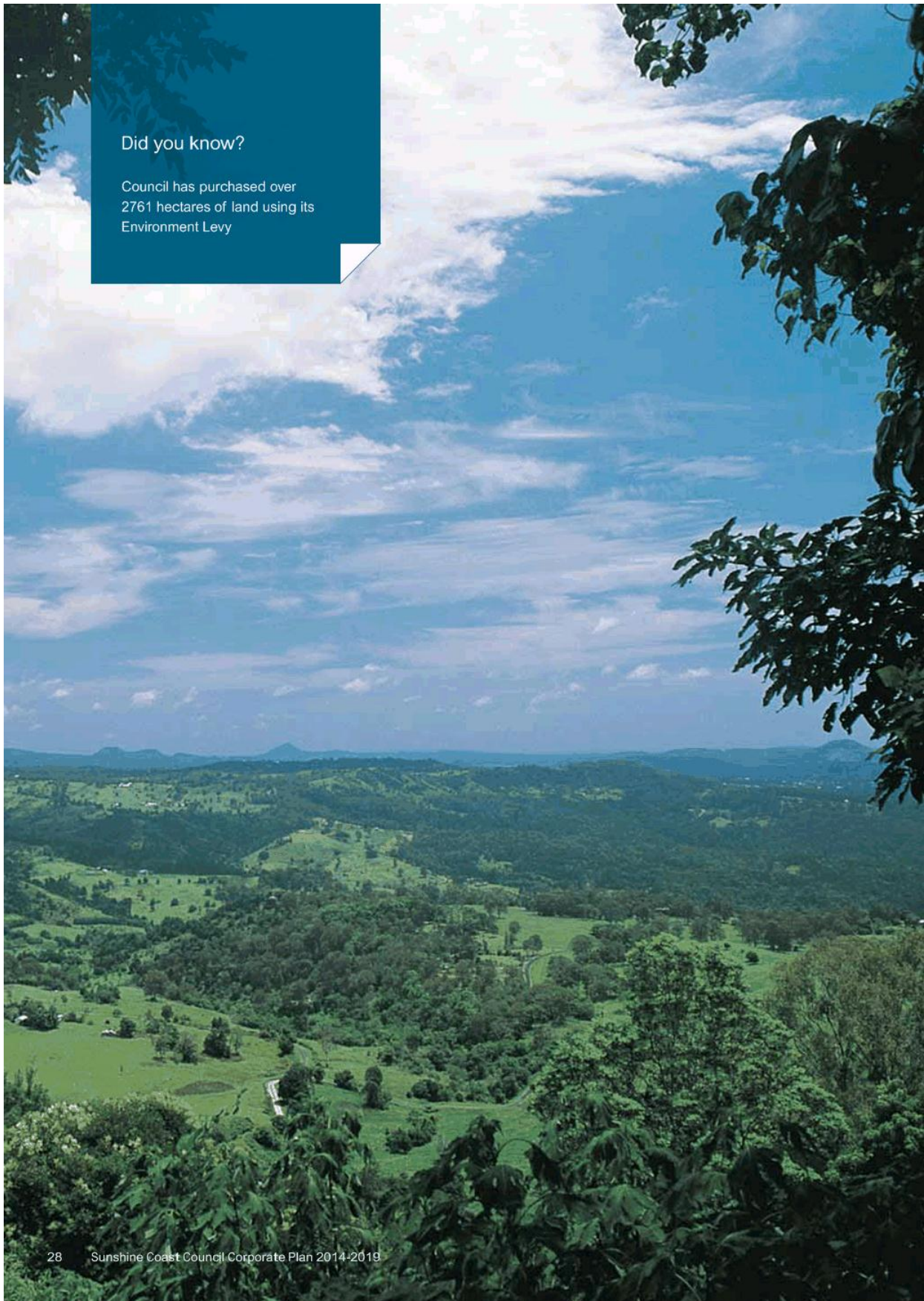
2.4 People and places are connected

- 2.4.1 Continue to improve community connectivity through use of new digital technologies and online services
- 2.4.2 Improve accessibility within and between communities:
 - 2.4.2.1 Facilitate the delivery of efficient transport systems and connections
 - 2.4.2.2 Continue delivery of the pedestrian network and coastal pathways
- 2.4.3 Progress and finalise the Sunshine Coast Light Rail Feasibility Study and undertake community engagement on project elements and potential route options
- 2.4.4 Continue to deliver the *Sustainable Transport Strategy 2011-2031* and *Active Transport Plan 2011-2031*:
 - 2.4.4.1 Develop and implement a Sunshine Coast Parking Management Plan including the identification and development of key strategic sites for car parking
 - 2.4.4.2 Finalise and implement local car parking plans
- 2.4.5 Progress and deliver major road infrastructure projects:
 - 2.4.5.1 Widening of Evans Street, Maroochydore
 - 2.4.5.2 Next stages of Brisbane Road upgrade, Mooloolaba
 - 2.4.5.3 Caloundra transport network improvement planning
- 2.4.6 Maintain the region's unsealed roads network and identify proposed upgrades



Did you know?

Council owns and manages
10 performance venues, one gallery
and eight community halls



3. An enviable lifestyle and environment

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

Outcomes for 2014-2019

- 3.1 Healthy natural ecosystems and protected remnant vegetation
- 3.2 Well-managed and maintained open space, waterways and foreshore assets
- 3.3 A reputation for innovative environmental practices
- 3.4 A region shaped by clever planning and design

Areas for measurement

- Strategy implementation
- The organisation's carbon footprint
- Community satisfaction
- Service and program performance
- Program participation and partnerships

Key services

- Beaches, foreshores, coastal infrastructure and canals
- Bushland conservation and habitat
- Recreation parks, trails and facilities
- Rivers, streams, estuaries and water bodies
- Sustainable growth and network planning

Related strategies and plans

Sunshine Coast Biodiversity Strategy 2010-2020
Sunshine Coast Waterways and Coastal Management Strategy 2011-2021
Sunshine Coast Climate Change and Peak Oil Strategy 2010-2020
Sunshine Coast Energy Transition Plan 2010-2020
Sunshine Coast Council Carbon Neutral Plan 2010-2020
Sunshine Coast Local Government Area Pest Management Plan 2012-2016
Sunshine Coast Planning Scheme 2014

Coir Logs installation, collaborative project with Currimundi Catchment Care Group



Operational activities for 2014-2015

3.1 Healthy natural ecosystems and protected remnant vegetation

- 3.1.1 Continue to implement Council's *Biodiversity Strategy 2010-2020*:
 - 3.1.1.1 Manage and deliver the environmental land acquisition program
 - 3.1.1.2 Identify target areas for future Council investment
 - 3.1.1.3 Identify appropriate management tools for the ongoing protection of the region's rich biodiversity
 - 3.1.1.4 Finalise the review of the Biodiversity Report (Stage 2) to inform biodiversity conservation and management actions
 - 3.1.1.5 Maintain and manage Council's existing environmental reserves

3.2 Well-managed and maintained open space, waterways and foreshore assets

- 3.2.1 Manage the region's important foreshore assets:
 - 3.2.1.1 Implement the *Shoreline Erosion Management Plan*
 - 3.2.1.2 Implement the *Maroochydyore Beach Protection Plan*
 - 3.2.1.3 Implement the *Bribie Island – Golden Beach Protection Plan*
- 3.2.2 Finalise the Constructed Water Bodies asset management plan
- 3.2.3 Partner with government, peak organisations and the community to prepare and implement integrated catchment management plans for the Pumicestone Passage and the Maroochy River
- 3.2.4 Manage the region's high quality urban and rural open space network
- 3.2.5 Develop a Tree and Native Vegetation Policy to enhance the region's urban forest and implement a street tree planting program

3.3 A reputation for innovative environmental practices

- 3.3.1 Review and implement a range of sustainability programs and incentives to complement Council's vision for the region (for example *Living Smart*)
- 3.3.2 Continue to engage, support and grow community partnerships in managing and enhancing the region's natural assets on public and private lands
- 3.3.3 Strengthen Council's approach to working with the Queensland Government, industry, community groups and land owners to manage pest plants and animals in the region
- 3.3.4 Finalise a design concept for the Mary Cairncross Scenic Reserve Visitor Education Centre where innovative building design promotes sustainability and uses technology to engage the community in environmental research and education

3.4 A region shaped by clever planning and design

- 3.4.1 Progress innovative urban design, place development and management projects for:
- 3.4.1.1 Caloundra 4551
 - 3.4.1.2 Maleny community precinct
 - 3.4.1.3 Maroochydore (outside the priority development area)
 - 3.4.1.4 Mooloolaba (enquiry by design)
 - 3.4.1.5 Nambour heritage precinct
- 3.4.2 Provide input to, and endeavour to influence, the review of the *South East Queensland Regional Plan* including advocating for the retention and preservation of the inter-urban break at the adjoining ends of the Moreton Bay and Sunshine Coast local government areas
- 3.4.3 Deliver place management projects and initiatives in line with Council's endorsed schedule



Did you know?

850 hectares of land are regularly sprayed to control mosquitos

Image: Mosquito larvae testing, Westaway Creek

4. Service excellence

Providing value-for-money services responsive to the needs of the community

Outcomes for 2014-2019

- 4.1 Customer focussed services
- 4.2 Services and assets are efficient, appropriately maintained and managed to meet the needs of a growing community
- 4.3 Sustainable waste and resource management services

Areas for measurement

- Customer satisfaction
- Financial performance
- Asset performance
- Service and program performance

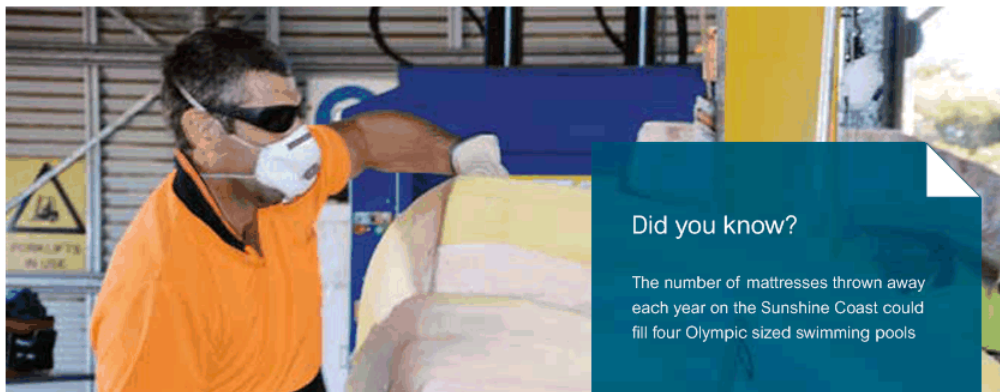
Key services

- Building and facility maintenance
- Cemeteries
- Customer and community relations
- Property management
- Development services
- Local amenity and local laws
- Public health
- Waste and resource management

Related strategies and plans

Customer Charter
Community Engagement Policy
Sunshine Coast Council Asset Management Plan 2012
Compliance and Enforcement Policy

Mattress recycling at Council resource recovery centre



Did you know?

The number of mattresses thrown away each year on the Sunshine Coast could fill four Olympic sized swimming pools

Operational activities for 2014-2015

4.1 Customer focussed services

- 4.1.1 Implement new online and mobile technology solutions to support better customer access to council information and services
- 4.1.2 Continue to deliver Council's development assessment services in a manner that supports Council's economic, community and environmental goals for the region and is consistent with statutory obligations
- 4.1.3 Administer Council's local laws in a manner that supports Council's economic, community and environmental goals for the region and is consistent with statutory obligations
- 4.1.4 Conduct reviews of local laws that govern:
 - 4.1.4.1 Regulated parking on private land
 - 4.1.4.2 Footpath trading and dining
- 4.1.5 Develop a Regional Cemeteries Plan including the identification and analysis of site options to meet projected community need

4.2 Services and assets are efficient, appropriately maintained and managed to meet the needs of a growing community

- 4.2.1 Develop and deliver the Capital Works Program for 2014-2015 and subsequent years, including determining the timing, sequencing and identification of funding opportunities for community facility commitments
- 4.2.2 Manage infrastructure planning and charges to optimise funding for future community assets
- 4.2.3 Undertake the following service and asset reviews and report the outcomes to Council:
 - 4.2.3.1 Quarries
 - 4.2.3.2 Performance and community venues
 - 4.2.3.3 Customer contact and after hours service
 - 4.2.3.4 Fleet utilisation
 - 4.2.3.5 Depot requirements
 - 4.2.3.6 Land holdings (state and local government) and facilities
 - 4.2.3.7 Pest and vector control
 - 4.2.3.8 Caloundra Music Festival (including associated infrastructure)
- 4.2.4 Finalise the contractual arrangements for, and commence construction of, the Valdora Solar Farm
- 4.2.5 Conduct community and customer surveys to better inform the design and delivery of council services
- 4.2.6 Undertake the Animal Pound Redevelopment Project (for the impounding of both large and small animals)
- 4.2.7 Develop revised performance indicators and reporting systems in relation to standards of service and future funding requirements for council roads, bridges, footpaths, parks, environmental assets and facilities

4.3 Sustainable waste and resource management services

- 4.3.1 Develop a new Waste Strategy
- 4.3.2 Manage Council's existing waste contracts

5. A public sector leader

Delivering a high performance organisation, supported by good governance and robust decision-making

Outcomes for 2014-2019

- 5.1 Robust and transparent decision-making
- 5.2 A financially sustainable organisation
- 5.3 An employer of choice
- 5.4 Productive, professional partnerships

Areas for measurement

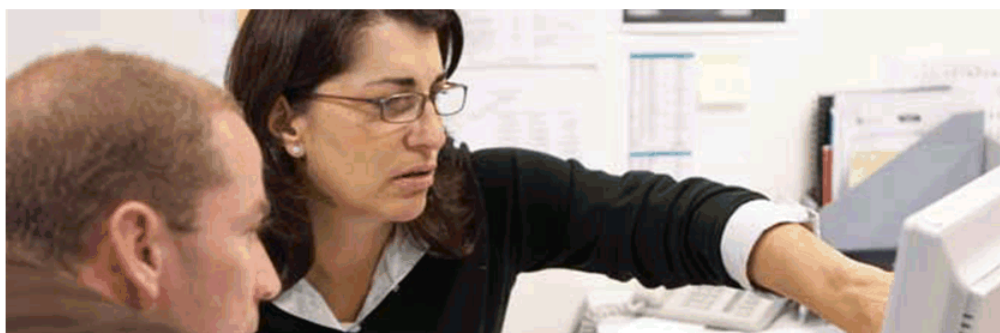
- Governance standards and compliance
- Financial performance
- Employee engagement and performance
- Program participation and partnerships

Key services

- Elected council
- Fleet management
- Human resource management
- Quarries
- Financial and procurement services
- Governance
- Information and communication technology

Related strategies and plans

Sunshine Coast Council Financial Sustainability Plan 2010-2020
Governance Framework
Corporate Planning and Reporting Framework
Contracts Governance and Probity Framework
Information & Technology Strategy and Roadmap 2010-2016
Human Resource Management policies



Operational activities for 2014-2015

5.1 Robust and transparent decision-making

- 5.1.1 Develop a position on, and response to, any proposals in relation to further external boundary reviews that may impact on the Sunshine Coast local government area
- 5.1.2 Develop and implement a revised divisional funding allocation policy
- 5.1.3 Establish and implement a new electronic document management system
- 5.1.4 Redesign and implement an integrated corporate performance framework for Council
- 5.1.5 Undertake an analysis of enrolment numbers for each division and provide advice to the Queensland government in the lead up to the 2016 local government elections

5.2 A financially sustainable organisation

- 5.2.1 Develop and implement long-term financial and asset management plans to guide the optimal utilisation of resources
- 5.2.2 Ensure Council's finances are well managed and systems are in place to analyse performance, generate revenue, reduce costs and manage contracts
- 5.2.3 Diversify and strengthen Council's revenue base by identifying options to generate income from new sources
- 5.2.4 Undertake performance reviews of the following existing levies and report the outcomes to Council as part of the annual budget deliberations:
 - 5.2.4.1 Tourism
 - 5.2.4.2 Environment
 - 5.2.4.3 Heritage
 - 5.2.4.4 Transport

5.3 An employer of choice

- 5.3.1 Implement the modern industrial award and negotiate a new enterprise agreement
- 5.3.2 Develop and implement a contemporary human resource management and development plan to attract, retain and develop the workforce
- 5.3.3 Continue to embed principles of sustainability and innovation into processes, systems and organisational culture
- 5.3.4 Deliver the information and technology capital program to improve employee access to information to facilitate better service responses to customers
- 5.3.5 Maximise the safety and wellbeing of employees, contractors and volunteers

5.4 Productive, professional partnerships

- 5.4.1 Implement the new corporate brand for Council
- 5.4.2 Enhance the region's and Council's reputation nationally and globally through strong partnerships and alliances
- 5.4.3 Continue managing Council's incoming and outgoing sponsorship arrangements
- 5.4.4 Build and maintain productive working relationships with governments, industry and community bodies

A focus on delivery

From 1 January 2014, Council reconfigured its operations to ensure it is well placed to respond to emerging regional challenges, take advantage of unique opportunities and accommodate growth and demand for services in a sustainable manner.

This has provided, and will continue to provide, a valuable opportunity for Council and its staff to assess and reinvigorate its operations and services to the wider community.

Council's new corporate structure has a strong focus on achieving the goals and delivering the outcomes in this Corporate Plan.

Importantly, the corporate structure reflects:

- the critical importance to the community of the core services that Council provides – both on a daily basis and in times of emergency
- the need to be well positioned to capture new opportunities and respond to the challenges that will confront the organisation and the region.

Sunshine Coast Council's corporate structure

Community services	Providing an integral connection between Council and the community. Delivering social, cultural, sport and recreation services and access to information, community facilities and open space – aimed at encouraging communities to be safe, healthy, active, engaged and vibrant.
Corporate services	Providing support to the organisation to build its capabilities, manage its resources, develop its people and maintain the integrity of its governance practices and systems. Delivering the people, systems, technology and governance to enable business areas to service the community.
Corporate strategy and delivery	Providing the strategic direction for the organisation and advancing major regional priorities. Delivering services that support the economic development of the region, facilitate the attraction of new investment in regional priorities, build and promote Council's reputation and focus on keeping the community informed.
Infrastructure services	Providing the physical connections that underpin the functioning and wellbeing of the community. Delivering, operating and maintaining infrastructure in the built and natural environment including roads, drainage systems, canals, parks, waterways, bushlands, lakes, beaches and waste and resources management.
Regional strategy and planning	Providing the strategies and regulatory settings for managing regional growth and land uses. Delivering Council's regulatory land use planning and development assessment services.
Office of the Mayor and Chief Executive Officer	Providing advice and support services to assist the Mayor, Councillors and the Chief Executive Officer to discharge their responsibilities. Delivering professional legal advice and audit compliance services to support the transparency and robustness of council programs, services and decision-making.

Definition of key terms

Advocate	to speak or argue in favour of something, such as a cause, idea or policy.
Alliance	a relationship based on mutual benefit.
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 (eg 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.
Ecological	to benefit or cause minimal damage to the natural environment in which we live.
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	is 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.
Vision	a statement that describes the future towards which Council is working.





Sunshine Coast Council
Corporate Plan overview

Sunshine Coast Council Corporate Plan 2014-2019

<p>Our vision</p>	<p>To be Australia's most sustainable region – vibrant, green, diverse</p>	
<p>Our purpose</p>	<p>To serve the community well and position the region for the future</p>	

Our goals

 <p>A new economy</p> <p>Providing the regional policy, regulatory settings and identity that shape a globally competitive economy</p>	 <p>A strong community</p> <p>Supporting an engaged, resilient and inclusive community that embraces diversity</p>	 <p>An enviro lifestyle</p> <p>Managing and enhancing natural assets, live and environmental</p>
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Our outcomes

<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Safe and healthy communities Resilient and engaged communities Culture, heritage and diversity are valued and embraced People and places are connected 	<ul style="list-style-type: none"> Healthy, natural protected remnant Well-managed open space, water and foreshore asset A reputation for environmental protection A region shaped by planning and development
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<p>These results will be achieved by:</p> <ul style="list-style-type: none"> People and skills Partners and volunteers Policies and strategies Services, programs and grants Infrastructures and facilities Planning scheme and local laws Relationships and advocacy Systems, technology and process Positioning and marketing 	<p>We will serve our community by providing great services:</p> <ul style="list-style-type: none"> Airport Beaches, foreshores, coastal infrastructure and canals Bushland conservation and habitat Cemeteries Community and cultural development and partnerships Community venues Development services Disaster management Economic development Elected council Holiday parks Libraries Lifeguards Local amenity and services Public health Public lighting Quarries
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Providing value-for-money services
 responsive to the needs of the
 community

- Customer focussed services
- Services and assets are efficient, appropriately maintained and managed to meet the needs of a growing community
- Sustainable waste and resource management services



Delivering a high performance
 organisation, supported by good
 governance and robust decision-making

- Robust and transparent decision-making
- A financially sustainable organisation
- An employer of choice
- Productive, professional partnerships

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- Recreation parks, trails and facilities
- Rivers, streams, estuaries and water bodies
- Roads, cycleways and pathways
- Road network management
- Sporting facilities
- Stormwater drainage
- Sustainable growth and network planning
- Waste and resource management

Our values

Respect for each other in our working relationships
 Being our best by continuing to learn, grow, challenge and change
 Working as one team across the organisation and with our community
 High standards in our conduct, service and governance
 Service excellence to our customers and each other



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