





Operational Plan Activities Report Quarter 4, 2020/21









Quarterly Progress Report

Corporate Plan Goal : A Strong Community





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

Safe and healthy communities



| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|--|------------|------------|----------|--|---|--|---|
| 1.1.1 | Implement key actions from the Sunshine Coast Community Strategy 2019-2041 Action Plan in collaboration with partners and key stakeholders. | 01/07/2020 | 30/06/2021 | 100% |  |  | The Sunshine Coast Community Strategy received a national commendation in the Public Engagement and Community Planning category of the Planning Institute of Australia's Awards for Planning Excellence this quarter, after having won the Queensland award for the same category late last year. The annual Community Strategy Community Forum was hosted on 18 May 2021. With over 100 registrations, the successful forum clarified key action areas for focus, as aligned to Community Strategy priorities. As part of Domestic and Family Violence Protection Month, more than 300 people gathered on 5 May 2021 to pay their respects and show support to victims of domestic and family violence in a moving candlelight vigil and community march in Maroochydore. A range of new classes and locations were added to the free and low cost Healthy Sunshine Coast program, including new and expanded group and aquatic fitness, yoga, Pilates, Tai Chi and community dance activities. The fourth and final round of The Lift Project health and wellbeing program was released in May 2021. With almost 6000 registrations in the program over the course of four rounds, the program has been a resounding success to help the community improve their overall health and wellbeing. | CPD: Community Planning and Development |
| 1.1.2 | Implement prioritised actions from the Sunshine Coast Aquatic Plan 2011- 2026 including delivery of key projects including completion of Nambour Aquatic Centre Splash Park project. | 01/07/2020 | 30/06/2021 | 95% |  |  | All actions anticipated for 2020/21 are complete, with the only exception being the finalisation of Nambour Aquatic Centre Splash Park and waterslides delivery. Latent ground conditions and service locations has delayed rollout of this project, which is now anticipated to be completed by the end of September 2021. Planning for tenure renewals at Caloundra and Cotton Tree in 2021/22 are on track, including the development of potential future site plans which will form part of the tender package. | SCV: Sports and Community Venues |









| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|--|------------|------------|----------|--|---|--|----------------------------------|
| 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. | 01/07/2020 | 30/06/2021 | 100% |  |  | Events held at the Nambour Showgrounds include the Caravan, Camping, 4x4 and Boating Expo, Collectorama and the Sunshine Coast Agricultural Show. The Caloundra Indoor Stadium hosted the Queensland State Club Gymnastics Championships and the Sunshine Coast Stadium hosted NRL season fixtures and the Queensland Oztag Championships. Venue 114 held the ICN Sunshine Coast Body Building Championships, The Owl & The Pussycat theatre performance, Master Builders Roadshow, Conscious Life Holistic Wellness Festival and Play School children's performance. The Caloundra Indoor Stadium was used by Queensland Health as a COVID-19 vaccination hub from 12-23 June 2021 to support the community vaccine rollout. | SCV: Sports and Community Venues |
| 1.1.4 | Support the Sunshine Coast Lightning in the Suncorp Super Netball League and maximise benefits associated with the partnership. | 01/07/2020 | 30/06/2021 | 100% |  |  | Council has again assisted Lightning to win best game day event experience across the national Suncorp Super Netball league for the standout game day activation zone incorporating pre-event entertainment and activity zone. Council continues to partner with Lightning to deliver a wide range of community activities providing exposure for the region and community engagement with the club. | SCV: Sports and Community Venues |
| 1.1.5 | Covid-19 business and community response and recovery. | 01/07/2020 | 30/06/2021 | 100% |  |  | The Economic Resurgence Taskforce wrapped up with initiatives including digital upskilling, business confidence and support for supply chains. Multiple programs were also conducted to support the business community, including TAFE Build a Better Business, Intellectual Property Law and Trademark sessions, Business Resilience and Growth Workshops and Insolvency Matters workshops. In addition, the Professional Advice Support Program continued, offering an hour of free business advice across finance, human resources and legal services. The Taskforce identified ongoing emergent factors impacting economic recovery and growth, such as talent attraction and retention, shortages of industrial land and housing. | ECDEV: Economic Development |
| 1.1.6 | Implement priority activities from the Disaster Management Plan 2019-2022. | 01/07/2020 | 30/06/2021 | 100% |  |  | During the quarter Queensland Health assessed Council owned venues identified to ensure they are appropriate and can facilitate the roll-out of vaccinations. A successful initial roll out of vaccinations occurred at the Caloundra Indoor Stadium for 12 days between 12 June and 23 June 2021. The Local Disaster Management Group and Council continue to provide support and demonstrate best practice to our community during lock-down periods, due to the COVID-19 pandemic. | SF: Specialist Functions |

Resilient and engaged communities









| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|---|------------|------------|----------|--|---|--|---|
| 1.2.1 | Implement priority activities from the Sunshine Coast Libraries Plan 2014-2024. | 01/07/2020 | 30/06/2021 | 100% |  |  | Libraries completed a review of the express and mobile libraries to provide guidance in progressing the Library Network Plan. Usage of the Libraries app increased by 13%, with 6493 users and a 16% increase in app launches. Small refurbishments for Nambour, Kawana and the Heritage Libraries were completed. Projects to enhance library services including podcast activation and organising the fiction collection (genrefication) continued. The project to inform the detailed design of functional spaces for the new Caloundra district library and community facility continued this quarter, including customer journey mapping. | AHL: Arts, Heritage and Libraries |
| 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. | 01/07/2020 | 30/06/2021 | 100% |  |  | Council funded 307 applications through its Community Grants Program (Major, Minor, Emergency, Councillor Discretionary Funding, Individual Development, Regional Arts Development Fund and Environment Levy grants). A total of \$1,290,322 was allocated through grants to a range of projects and activities that contribute to the achievement of Council's vision for the region and continue to support community organisations recovery during the COVID-19 pandemic. | CPD: Community Planning and Development |

A shared future that embraces culture, heritage, diversity



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|-------------|---|------------|------------|----------|---|--|--|-----------------------------------|
| 1.3.1 | Deliver the Sunshine Coast's premier multi-arts Horizon Festival events program for 2020. | 01/07/2020 | 30/06/2021 | 100% |  |  | The 2021 Horizon Festival was launched this quarter to 100 artists, partners and sponsors to showcase a program that includes 432 individual artists, 52 projects, 30 locations and 120 local participants. The 2021 program features more than 100 First Nations artists and creatives across 23 projects. Website visitation and ticket sales post launch have been strong. Total external funding secured for the 2021 Horizon Festival was \$243,000 in grants and more than \$120,000 in in-kind and media partnerships. | AHL: Arts, Heritage and Libraries |

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|-------------|--|------------|------------|----------|--|---|--|--|
| 1.3.2 | Develop the annual Heritage Levy program to implement the priority activities and projects identified in the Sunshine Coast Heritage Plan 2015-2020. | 01/07/2020 | 30/06/2021 | 100% |  |  | The Heritage Levy program continued to support community heritage groups and promote the stories of the region through the delivery of: <ul style="list-style-type: none"> the Heritage Symposium 2021 launch of the First Nations Virtual Reality (VR) experience at Bankfoot House (which won a Museums and Galleries National Award) targeted on-site professional support programs for local museums launch of the new digital story "Allure of the Beach" heritage exhibitions at Bankfoot House in partnership with Caloundra Regional Gallery, and delivery of \$69,615 in maintenance programs for heritage listed, Council owned, community leased properties through the Built Heritage Conservation Fund. | AHL: Arts, Heritage and Libraries |
| 1.3.3 | Development of a new Stretch Sunshine Coast Reconciliation Action Plan. | 01/07/2020 | 30/06/2021 | 95% |  |  | A new Innovate Reconciliation Action Plan was developed and adopted by Council on 25 March 2021 and is awaiting final endorsement from Reconciliation Australia. Delivery of actions from the Reconciliation Action Plan have commenced, including the successful hosting of a Values Workshop with Kabi Kabi representatives in June 2021. | CPD: Community Planning and Development |
| 1.3.4 | Implement priority activities from the Sunshine Coast Arts Plan 2018-2038. | 01/07/2020 | 30/06/2021 | 100% |  |  | Six sector development programs are underway, including Homegrown and The Refinery, with 55 local artists from 258 applicants selected to participate in the programs. The Creative Spaces Artist in Residency program received 63 applications. The Creative Spaces website register expanded to include 30 new spaces for hire. The Caloundra Regional Gallery showcased 116 local artists (41 First Nations), hosted 8419 visitors, featured 39 local artisans in the Gallery store and hosted seven artist talks (five of these being local artists) reaching 1262 participants. The Regional Arts Development Fund received over 70 enquiries and delivered 65 face to face and phone consults, with 30 applications underway. | AHL: Arts, Heritage and Libraries |
| 1.3.5 | Implement, monitor and report on the actions of Sunshine Coast Council Parking Management Plan. | 01/07/2020 | 30/06/2021 | 100% |  |  | The Parking Management Plan outcomes for the 2020/21 financial year are complete. Minor operational works continue to be implemented at ParknGo Mooloolaba Central to improve service delivery in alignment with the Parking Management Plan, such as improved legibility of access to the facility, and improved security to address anti-social behaviour. It is anticipated that these works will roll-over and be completed early in the 2021/22 financial year. On-street timed parking regulations were progressively implemented to manage core on-street parking availability and turnover. | TIP: Transport & Infrastructure Planning |

People and places are connected

| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|---|------------|------------|----------|--|---|--|--|
| 1.4.1 | Implement priority activities from the Integrated Transport Strategy 2018. | 01/07/2020 | 30/06/2021 | 100% |  |  | All activities scheduled within the 2020/21 Transport Infrastructure Sequencing Plan were completed. Consultation events outlined in stage 2 of the Travel Behaviour Change Project are complete and Council is now progressing the development of initiatives and activity packages for the 2021/22 financial year along with the development of a revised Active Transport Plan. | TIP: Transport & Infrastructure Planning |
| 1.4.2 | Coordinate the delivery of Council's Transport Levy policy and program. | 01/07/2020 | 30/06/2021 | 100% |  |  | <p>The Transport Levy activities implemented included:</p> <ul style="list-style-type: none"> • an extensive public consultation for the Mass Transit Options Analysis Report was finalised on 22 June 2021 • a major milestone was reached in meeting statutory disability compliance requirements relating to bus stop infrastructure, with 98% of bus stops meeting compliance, and the remaining sites currently under review by the State Government • consultation occurred for the Peachester to Beerwah Flexilink transport service and • preparations were completed for traffic counts to be undertaken following the August 2021 Census, to maximise the transport modelling and planning benefits. | TIP: Transport & Infrastructure Planning |
| 1.4.3 | Progress the Sunshine Coast Mass Transit business case and Urban Transformation project in partnership with key stakeholders. | 01/07/2020 | 30/06/2021 | 100% |  |  | The community engagement process for the Sunshine Coast Mass Transit Draft Options Analysis report has been undertaken. Outcomes of the process will inform the finalisation of the Options Analysis report and feed into the preparation of the new Sunshine Coast Planning Scheme. | UGP: Urban Growth Projects |
| 1.4.4 | Provide input into the Maroochydore City Centre project via planning advice and administration of the Infrastructure Agreement to ensure that the infrastructure provided satisfies Council's requirements. | 01/07/2020 | 30/06/2021 | 100% |  |  | Council continued to work with the State Government (as represented by the Department of Transport and Main Roads and the Minister for Economic Development Queensland) in implementing the Maroochydore City Centre Infrastructure Agreement (IA), and to ensure the IA obligations are implemented as required. | UGP: Urban Growth Projects |









A creative identity that supports community cohesiveness, development and wellbeing









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|-------------|--|------------|------------|----------|--|---|---|----------------------------------|
| 1.5.1 | Implement prioritised actions from the Sunshine Coast Sport and Active Recreation Plan 2011-2026 including the delivery of key projects: Maroochydore Multi Sports Complex (new AFL field), Stage 1 of Caloundra Road Sports Complex, Stage 3 of Sunshine Coast Tennis Centre Caloundra and Reserve 1000 improvements. | 01/07/2020 | 30/06/2021 | 100% |  |  | All scheduled actions for the 2020/21 financial year are complete. Projects completed this quarter include the finalisation of the Regional Football Plan, Skippy Park oval drainage and installation of a lift at Caloundra Indoor Stadium. Some larger projects will continue into the 2021/22 financial year, including ongoing civil works at Honey Farm Road Sports Complex, a new clubhouse at the Palmwoods AFL / Cricket grounds and completion of Yandina Cricket clubhouse renovations. | SCV: Sports and Community Venues |

Corporate Plan Goal : A Healthy Environment









Goal Objective: Maintaining and enhancing our regions natural assets, liveability and environmental credentials.

A resilient region shaped by clever planning and good design



| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|--|------------|------------|----------|--|---|---|--|
| 2.1.1 | Implement priority activities from the Environment and Liveability Strategy 2017. | 01/07/2020 | 30/06/2021 | 100% |  |  | The implementation of the Environment and Liveability Strategy continued including: <ul style="list-style-type: none"> • adoption of the Coastal Hazard Adaptation Strategy in May 2021 • funding received to deliver a regional approach to manage climate risk in partnership with Noosa Shire Council • additional public open space secured for conservation and recreation purposes and • a research forum held to progress the implantation of a blue carbon pilot project within Blue Heart Sunshine Coast. | ESP: Environment and Sustainability Policy |
| 2.1.2 | Develop the Coastal Hazard Adaptation Strategy which will plan for the impacts of climate change along our coastline. | 01/07/2020 | 30/06/2021 | 100% |  |  | The Coastal Hazard Adaptation Strategy was formally adopted by Council at the May 2021 Ordinary Meeting, providing a strategic approach to respond to both current and emerging coastal hazards and their potential impact on our environment and liveability. The project will now move into an implementation and monitoring phase during the 2021/22 financial year. | ESP: Environment and Sustainability Policy |
| 2.1.3 | Progress development areas including Caloundra South and Beerwah East. | 01/07/2020 | 30/06/2021 | 100% |  |  | Council continued to work with the State Government (as represented by the Minister for Economic Development Queensland) in implementing the Caloundra South Priority Development Area Infrastructure Agreement (IA), ensuring the IA obligations are implemented as required and to provide support with the consideration of development applications. Council continued to liaise with the State Government regarding the implementation of the Beerwah East Major Development Area in accordance with the implementation actions outlined in the ShapingSEQ 2017. | UGP: Urban Growth Projects |
| 2.1.4 | Prepare a new 10 year Place Plan to guide the placemaking and streetscape capital works program for the next 10 years. | 01/07/2020 | 30/06/2021 | 100% |  |  | All actions for 2020/21 were completed. A revised four-year Place Revitalisation Program was prepared (instead of a 10-year plan) to ensure a greater focus on key priorities. | DPS: Design and Placemaking Services |



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| 2.1.5 | Lead and influence a place-based design and activation process for the future Caloundra Community and Cultural Hub as part of the broader Caloundra Centre Activation Project. | 01/07/2020 | 30/06/2021 | 100% |  |  | All activities for the 2021/22 financial year are complete. Community engagement for stage two of the Caloundra Community and Creative Hub closed on 22 June 2021 and Council will continue to analyse information and progress to future stages in the 2021/22 financial year. | DPS: Design and Placemaking Services |
| 2.1.6 | A performance review of the existing planning scheme will be undertaken, background planning studies prepared and a community reference group established. | 01/07/2020 | 30/06/2021 | 100% |  |  | A performance review was completed and presented to Council and the preparation of background planning studies is ongoing. Terms of Reference are being prepared and expressions of interest sought for the Community Reference Group. | SP: Strategic Planning |
| 2.1.7 | Preparation of design guidelines for projects in the public realm in the coastal strip between Caloundra and Maroochydhore. | 01/07/2020 | 30/06/2021 | 60% |  |  | Design development for the public realm within the Urban Corridor has been waiting on the completion of the community engagement process for the Options Analysis of the Sunshine Coast Mass Transit project. This engagement closed on 22 June 2021. Following the endorsement of the Mass Transit Options Analysis, the need for character assessments of chosen localities in the Urban Corridor will be determined. | DPS: Design and Placemaking Services |
| 2.1.8 | Mooloolaba Place Making - deliver stage 1 of the northern precinct. | 01/07/2020 | 30/06/2021 | 70% |  |  | The Northern Parklands project at Mooloolaba received a \$4.5 million State Government grant, enabling the commencement of stage 1a and 1b, design and construction contracts. During the quarter, the contractors have been constructing the stage 1a boardwalk including considerable progress offsite fabrication. Stage 1a design has been completed with progress on stage 1b design nearing completion. Project delays were encountered due to wet weather impacting the site. Anticipated construction completion date is late 2021 for both Stage 1a and 1b. | DPS: Design and Placemaking Services |

Protection and enhancement of our natural assets and distinctive landscapes



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|-------------|--|------------|------------|----------|--|---|--|--|
| 2.2.1 | Coordinate the delivery of Council's Environment Levy including the strategic land acquisition program. | 01/07/2020 | 30/06/2021 | 100% |  |  | Activities completed to deliver Council's Environment Levy and the strategic land acquisition program include: <ul style="list-style-type: none"> two properties (totaling 109 hectares) were acquired in the Lower Mooloolah River green space the Annual Australasian Bat Night was held on 17 April 2021 (this event attracted over 1000 attendance registrations, an increase from the 150 registrations usually received) and Council launched an Australian first trial to neutralise the odours experienced by residents living near a flying fox roost. | ESP: Environment and Sustainability Policy |
| 2.2.2 | Plan for the protection of the Regional inter-urban break in perpetuity to secure the environmental, production and recreation values. | 01/07/2020 | 30/06/2021 | 100% |  |  | Planning has continued for the ongoing protection of the Regional Inter-urban Break as a major green space, which is informing Council's advocacy to the State Government. | ESP: Environment and Sustainability Policy |
| 2.2.3 | Lead a Biosphere nomination for the local government area. | 01/07/2020 | 30/06/2021 | 30% |  |  | The State Government forwarded the Sunshine Coast Biosphere nomination to the Australian Government for their review in January 2021. The Australian Government are considering the nomination. | ESP: Environment and Sustainability Policy |
| 2.2.4 | Upgrade and replace the ageing groyne field at Maroochy River to protect the natural assets. | 01/07/2020 | 30/06/2021 | 100% |  |  | Stage one of the Maroochy River Groyne Field project was completed. All funds have been acquitted. Stage two of this project will commence in the 2021/22 financial year. | EO: Environmental Operations |

Responsive, accessible and well managed assets and infrastructure

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|-------------|--|------------|------------|----------|--|---|---|--|
| 2.3.1 | Implement Blue Heart Sunshine Coast in partnership with Unitywater and the State Government. | 01/07/2020 | 30/06/2021 | 100% |  |  | A Blue Carbon Technical Working Group was established and an inception meeting held in May 2021 to commence the planning for the blue carbon trial project. This group has representation from University of Sunshine Coast, Griffith University, University of Queensland and New South Wales, Commonwealth and State Government departments and Unitywater. Two Blue Heart Sunshine Coast landholder drop-in information sessions were held to raise awareness and understanding of the project and for landholders to share their values and interests in the Maroochy River floodplain. | ESP: Environment and Sustainability Policy |

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|-------------|---|------------|------------|----------|--|---|---|------------------------------------|
| 2.3.2 | Conduct a review of the waste and resource management business model. | 01/07/2020 | 30/06/2021 | 100% |  |  | Financial modelling for the 2021/22 operational budget was completed for input into the budget development process and adopted in quarter four. | WRM: Waste and Resource Management |







A reputation for innovation, sustainability and liveability



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|-------------|--|------------|------------|----------|--|---|---|-----------------------------|
| 2.5.1 | Operate the Sunshine Coast Solar Farm, including the sale of electricity and large-scale generation certificates, and ongoing maintenance. | 01/07/2020 | 30/06/2021 | 100% |  |  | The Solar Farm generated 6.3 GWh of renewable energy avoiding approximately 5040 tonnes of CO2e carbon emissions from traditional electricity sources and offsetting 111% of Council's total consumption in quarter four. Queensland wholesale electricity prices increased from \$53 / MWh in April 2021 to \$129 / MWh in May 2021 to \$210.00 in June 2021 following a fire that resulted in explosions at CS Energy's Callide C Power Station on 25 May 2021. No sales of large-scale generation certificates were made this quarter with the market trading between \$32 and \$36. | BI: Business and Innovation |

Corporate Plan Goal : A Smart Economy



Goal Objective: A prosperous, high value economy of choice for business, investment and employment.





Strong economic leadership, collaboration and identity

| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|---|------------|------------|----------|---|--|---|---|
| 3.1.1 | Implement priority activities and projects from the Regional Economic Development Strategy 2013-2033 (2019-2023 Implementation Plan). | 01/07/2020 | 30/06/2021 | 100% |  |  | <p>Implementation of the Sunshine Coast Economic Resurgence Plan concluded at the end of this quarter. The Economic Resurgence Taskforce has met twice in the last quarter with and progressed seven projects including the:</p> <ul style="list-style-type: none"> • successful delivery of the Jobs Now Campaign • ongoing popularity of the Business Champions series • launch of the Amazon Web Services training program • launch of the Retail Activation Program with stakeholders in Coolum, Mooloolaba and Caloundra • progress for the proposed Smart Food Hub, and • successful progression of significant shovel ready capital projects under the Sunshine Coast Investment Assistance Program. | ECDEV: Economic Development |
| 3.1.2 | Manage the delivery of the Visit Sunshine Coast funding deed and marketing deliverables for the Sunshine Coast region. | 01/07/2020 | 30/06/2021 | 100% |  |  | <p>Council is working with Visit Sunshine Coast on the proposed 2021/22 Annual Tourism Program to reflect COVID-19 impacts on the tourism industry. The third quarter 2020/21 expenditure statement and six monthly year to date balances submitted by Visit Sunshine Coast to Council shows budget expenditure that is consistent with the approved project categories within the Annual Tourism Program.</p> | ECDEV: Economic Development |
| 3.1.3 | Implement the high priority actions as identified in the Caloundra Centre Masterplan. | 01/07/2020 | 30/06/2021 | 100% |  |  | <p>Detailed design for the proposed repurposing of the Caloundra administration building for a new district library, community meeting space, customer service centre and Council administration offices is in the procurement stage. The second round of community consultation for the Caloundra Community and Creative Hub precinct was completed between May-June 2021, and will be used to inform the final concept design for the public space and streetscape.</p> <p>A consultant has been appointed for the development of a business case for the Caloundra Regional Gallery Business Case, with work expected to be completed over the 2021/22 financial year.</p> | MPSP: Major Projects and Strategic Property |





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| 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, including programs in economic resilience. | 01/07/2020 | 30/06/2021 | 100% |  |  | IGNITE Chilli Festival was successfully delivered as part of the Hot Weekend in Caloundra initiative, incorporating three days of activations. Caloundra Community Information Centre was officially launched in collaboration with the Caloundra Chamber of Commerce. Stakeholder engagement has continued with key business operators and organisations this quarter to ensure all needs and goals are considered in the development of the Caloundra Economic Activation Plan. Key initiatives are being developed to stimulate the market place including a range of mini festivals at key times of the year. In Mooloolaba, social media and promotional activity is being executed to help stimulate business activity during current and planned construction work. Discussions are being held with Volunteering Sunshine Coast to collaborate on the delivery of a Community Information Centre in Mooloolaba. Planning and engagement continues to increase the promotion and utilisation of the ParknGo Mooloolaba Central multi-deck parking facility. | ECDEV: Economic Development |



New capital investment in the region

| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|---|------------|------------|----------|--|---|--|--|
| 3.2.1 | 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. | 01/07/2020 | 30/06/2021 | 100% |  |  | A strong focus was placed on embedding the governance arrangements associated with the implementation of the Maroochydore City Centre Development Agreement between Council, SunCentral Maroochydore and Walker Corporation (Walker). The areas of focus for Walker have primarily related to mobilisation of key resourcing and the establishment of an office on the Sunshine Coast. Investment attraction, business attraction collateral and an online presence (via a project website and search engine optimisation) have all been progressed. The Automated Waste Collection Station and associated system were commissioned and went live in early June 2021, with the first building connected to the system also occurring in early June 2021. Construction work continues to progress on ProInvest's Holiday Inn Express development, the first residential towers by Habitat Development Group and Council's Sunshine Coast City Hall project. | MPSP: Major Projects and Strategic Property |





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|-------------|--|------------|------------|----------|--|---|--|---|
| 3.2.2 | Advocate for funding commitments from the Federal and State Governments for the Sunshine Coast Exhibition and Convention Facility. | 01/07/2020 | 30/06/2021 | 100% |  |  | With Council and SunCentral entering into a Development Agreement for the appointment of Walker Corporation as a Development Partner for the Maroochydore City Centre project, it is anticipated that the project will gain considerable momentum as a result of having such a highly-regarded project delivery partner, who can help drive the delivery of the future stages of this development. Whilst the site (known as Precinct 2) was not part of the balance land that was the subject of the expressions of interest process, the delivery of the Convention and Exhibition Centre remains with Council, although it has always been Council's intention that the capital cost of this facility, if it proceeds, will need to be largely funded by State and Federal governments. Council continues to advocate for funding to deliver this important piece of infrastructure for the region. | MPSP: Major Projects and Strategic Property |
| 3.2.3 | Progress the development of the Brisbane Road multi-deck carpark. | 01/07/2020 | 30/06/2021 | 100% |  |  | The ParknGo Mooloolaba Central, which is a 700-bay Council owned carpark commenced operations in December 2020. Works to complete commercial tenancies and minor footpath works have been completed and the project reached practical completion in June 2021. | BI: Business and Innovation |

Investment and growth in high-value industries



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| 3.3.1 | Manage the Sunshine Coast Airport Expansion Project, ensuring compliance with state and federal agency regulatory requirements. | 01/07/2020 | 30/06/2021 | 100% |  |  | Project works are complete. Council will continue its obligations to monitor environmental matters. | BIGE: Group Executive 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. | 01/07/2020 | 30/06/2021 | 100% |  |  | <p>Study Sunshine Coast delivered a range of programs and initiatives, including the continued update of the Student Employability online portal and the delivery of:</p> <ul style="list-style-type: none"> • 35 fully funded scholarships for students to participate in the Project Global Citizen program • four industry engagement events and workshops attended by more than 100 people • seven 'Talent Essentials' workshops for over 300 students, and • more than 100 students attended pop-up Student Hub events at the University of the Sunshine Coast, TAFE and The MET, located within the Maroochydore City Centre. | ECDEV: Economic Development |

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| 3.3.3 | Implement prioritised actions from Sunshine Coast Holiday Parks Business Plan 2015-2020 and develop a revised 5 year plan. | 01/07/2020 | 30/06/2021 | 100% |  |  | Actions from the Sunshine Coast Holiday Parks Business Plan 2015-2020 were implemented during the year. This included the addition of 31 sites at Mudjimba Beach Holiday Park and Coolum Beach Holiday Park power upgrade. The Holiday Park Business Plan 2020-2025 was finalised during the year to shape delivery over the next five years. | SCV: Sports and Community Venues |





Strong local to global connections

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|-------------|--|------------|------------|----------|--|---|--|-----------------------------|
| 3.4.1 | Plan and coordinate delivery of an annual International Relations (including missions) Program. | 01/07/2020 | 30/06/2021 | 90% |  |  | The annual International Relations Program continues to deliver sister cities, trade development and investment attraction activities to support the growth of the local economy. Council has actively participated in regional trade and investment briefings with Trade and Investment Queensland and Austrade Investment specialists. Planning is well advanced for the inaugural Sunshine Coast International Forum - slightly delayed from June 2021 to July 2021 due to the COVID-19 pandemic implications. Coordination of Council's participation in the 2021 Asia Pacific Cities Summit to be held in Brisbane in September 2021 has further progressed. | ECDEV: Economic Development |
| 3.4.2 | Promote the trade and investment credentials and opportunities across the Sunshine Coast economy and beyond. | 01/07/2020 | 30/06/2021 | 100% |  |  | The "Give Your Business a Boost of Vitamin SC" promotion continued in market during quarter four. Continuing on from the successful food and beverage campaign in the previous quarter, the "Health Industry" campaign was launched in May 2021. The Facebook promotion delivered 7117 impressions and nine new investment leads. The associate LinkedIn advertising delivered a further 2695 impressions and 11 investment leads. The direct email to existing clients achieved an open rate of 47.8%, well exceeding the best available comparable industry benchmark of 18.7% and confirmed the information being sent to clients is relevant for their investment decision making. Sponsored articles promoting the Sunshine Coast as a business destination also appeared in "The Urban Developer" (property and development website) and achieved a very high average read time, which indicated that information presented was relevant for the target audience. Programs focusing on intellectual property and trademarking for overseas markets were also delivered to local businesses this quarter. | ECDEV: Economic Development |

A natural, major and regional event destination

| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|---|------------|------------|----------|--|---|--|-----------------------------------|
| 3.5.1 | Implement priority activities from the Major Events Strategy 2018-2027. | 01/07/2020 | 30/06/2021 | 100% |  |  | The Sunshine Coast Events Board and its working groups met on three occasions during the quarter. Nine major event sponsorship applications were considered by the Board, all but one were supported. These comprised 17 individual events to be staged between 2021 and 2025 (nine existing major events retained, seven new events secured and one business event secured). It is estimated these events will result in an economic impact of \$35 million and bring over 58,000 visitors to the region. | ECDEV: Economic Development |





A regional hub for innovation, entrepreneurship and creativity

| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|--|------------|------------|----------|--|---|---|-----------------------------------|
| 3.6.1 | 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. | 01/07/2020 | 30/06/2021 | 100% |  |  | Smart City Implementation Plan activities for the 2020/21 financial year were completed and include organisational support with data-driven decision making and project development and advice enabling smart infrastructure solutions for future capital works projects. | BI: Business and Innovation |
| 3.6.2 | Delivery of the regional innovation program and enhancement of the innovation ecosystem through leadership, programs, awards and promotion of the region nationally and internationally to contribute to the regional economic development strategy goals. | 01/07/2020 | 30/06/2021 | 100% |  |  | The Advanced Manufacturing Network continues to grow with both an increase in membership and attendance at events. In June 2021, more than 20 finalists across Years 9, 10, 11 and 12 from Sunshine Coast schools presented their applications and inventions at the finals of the Sunshine Coast Telstra Innovation Awards, delivered by Council in partnership with Telstra to bring creative ideas to life while connecting students with industry mentors to develop their entrepreneurial thinking. An update of the Regional Innovation Map has commenced to capture the current activity taking place across the region in the innovation space. | ECDEV: Economic Development |



Corporate Plan Goal : Service Excellence

Goal Objective: Positive experiences for our customers, great services to our community.







Flexible and customised solutions for our customers

| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|--|------------|------------|----------|--|---|---|---------------------------------------|
| 4.2.1 | Continue the Customer Experience Management Program, including the ongoing rollout of a Customer Relationship Management System. | 01/07/2020 | 30/06/2021 | 90% |  |  | Council received 500 responses to its customer surveys aiming to capture end-to-end customer service experience and feedback. Council completed the development of a new continuous improvement model that utilises customer feedback and service delivery insights. Progress continued to finalise phase two of the technology roadmap, enabling Council's customer experience technology to continue to evolve in line with our customers' current and emerging needs. Delays are a result of minor schedule changes from June to July 2021. As part of digitising Council's service offering to meet customer demand online, self-service processes for waste were implemented in May 2021 with 1100 requests received. | CR: Customer Response |
| 4.2.2 | Commission the Automated Waste Collection Station. | 01/07/2020 | 30/06/2021 | 100% |  |  | The Automated Waste Collection Station commissioning works occurred in March and April 2021. The system is fully commissioned and operations have commenced. | WRM: Waste and Resource Management |







Regular and relevant engagement with our community

| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|--|------------|------------|----------|--|---|---|--|
| 4.3.1 | Adopt the Excellence in Engagement Framework to guide delivery of coordinated, consistent and contemporary best practice community engagement. | 01/07/2020 | 30/06/2021 | 100% |  |  | Following Council's recent adoption of a renewed Community Engagement Policy and Excellence in Engagement Framework, two training programs have been rolled out to employees across the organisation to build capability and consistency in line with the objectives and practices of the Framework. An internal Community of Practice has been established to lead and champion the implementation of the Community Engagement Policy and Framework. | CPD: Community Planning and Development |

Service quality assessed by performance and value for our customers

| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|--|------------|------------|----------|--|---|--|---|
| 4.4.1 | Deliver Planning and Development Services to ensure statutory requirements are met to achieve positive customer experiences and maintain strong industry engagement. | 01/07/2020 | 30/06/2021 | 100% |  |  | <p>Council continued to experience increases in development activity, particularly in plumbing assessment and compliance services. Associated with these challenges, proactive and positive engagement continued to be carried out with our key external stakeholders/customers through:</p> <ul style="list-style-type: none"> an annual Customer Survey in May 2021 seeking feedback on what is important to our customers and to understand how Council is performing in relation to service standards and commitments. 22 responses were received following with the average customer satisfaction rated Council as 'good' and that there is a need to focus on partnerships, timeliness and consistency with our customers. As a result of this feedback, a workshop has been organised with development industry representatives in the 2021/22 financial year to improve the quality of applications and associated timeframes. Council received positive feedback at a meeting held with development industry representatives in May 2021. | DS: Development Services |
| 4.4.2 | Undertake parking surveys to enable Council to identify trends and make informed decisions on parking management. | 01/07/2020 | 30/06/2021 | 100% |  |  | Survey data collection activities for the 2020/21 were completed. Council is undertaking a more comprehensive parking investigation for the Mooloolaba area to inform future planning and option works. | TIM: Transport Infrastructure Management |
| 4.4.3 | Develop a Service Excellence Strategy guiding value and positive outcomes for our customers and Council. | 01/07/2020 | 30/06/2021 | 60% |  |  | Council launched new customer surveys to capture feedback on our customers end to end service experience. The development of this model will provide feedback and service insights to drive continuous improvement of Council services and processes. It was identified that further consultation is required to develop the Strategy beyond 30 June 2021. The scoping, consultation and development of the Service Excellence Strategy and program of work will continue into the new financial year. | CR: Customer Response |





Assets meet endorsed standards for sustainable service delivery

| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|---|------------|------------|----------|--|---|---|--|
| 4.5.1 | Deliver the Capital Works Program based on robust scopes, cost and risk with well sequenced delivery schedules aligned to the corporate prioritisation policy and long term financial plans. | 01/07/2020 | 30/06/2021 | 87% |  |  | The Capital Works Program increased substantially during the course of the 2020/21 financial year due to the inclusion of the State and Federal stimulus grants. Delivery of the program reached 87% completion which included a range of additional projects (supported by the new stimulus and economic recovery initiatives with tight deadlines), in year where market influences have not been conducive to fast business. Material supply issues and cost escalations have continued to impact project work, particularly steel and stormwater pipes provision, along with contractor availability. Incomplete works will continue into the 2021/22 financial year for delivery in an expedient manner to continue to meet the objective of essential infrastructure delivery to the community. | PD: Project Delivery |
| 4.5.2 | Implement CONFIRM asset management system to enable more effective asset maintenance and ultimately improve service levels to the community. | 01/07/2020 | 30/06/2021 | 100% |  |  | The final phase of the implementation of the CONFIRM asset information system project was completed. | AM: Asset Management |
| 4.5.3 | 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. | 01/07/2020 | 30/06/2021 | 100% |  |  | Significant progress this quarter with the low efficiency high pressure sodium luminaires being replaced with more efficient and sustainable LED lighting at the nominated locations in Maroochydore, Marcoola and Pacific Paradise. | TIM: Transport Infrastructure Management |



Corporate Plan Goal : An Outstanding Organisation

Goal Objective: A high performing, innovative and customer focussed organisation marked by great people, good governance and regional leadership.



A collaborative workplace culture, with engaged, energised and skilled people professionally ready for the future





| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|--|------------|------------|----------|--|---|--|-----------------------------|
| 5.1.1 | 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. | 01/07/2020 | 30/06/2021 | 100% |  |  | Detailed design is underway for fitouts at Sunshine Coast City Hall to inform all future administration fitouts. Service standards are currently being developed by Council to inform design standard and capital works program across all Council workplaces. | PM: Property Management |
| 5.1.2 | Progress the development of the Sunshine Coast City Hall in the Maroochydore CBD. | 01/07/2020 | 30/06/2021 | 100% |  |  | Progress of the Sunshine Coast City Hall is on schedule, with structural work underway on Level 6. | BI: Business and Innovation |

Strong and accountable leadership enabling, Councillors, individuals and teams to be their best



| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|--|------------|------------|----------|--|---|--|-------------------------|
| 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. | 01/07/2020 | 30/06/2021 | 100% |  |  | The safety system and its implementation continues to be monitored and improved. Auditing of high risk activities to ensure critical controls are in place is being undertaken. Training was provided to a group of leaders on human and organisational performance to enhance contemporary safety leadership skills. A suicide prevention program was launched to provide further support on mental health for Council's workers. | P&C: People and Culture |

Information, systems and process underpin quality decisions and enhance the customer experience

| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|---|------------|------------|----------|--|---|---|-------------------------|
| 5.6.1 | Develop a new People Plan 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. | 01/07/2020 | 30/06/2021 | 100% |  |  | The People and Culture Plan was developed and implemented for this financial year. Some of the key deliverables included: workforce planning was undertaken, workforce reports for leaders were enhanced, leadership development programs were delivered, the First Nations Recruitment Policy was integrated into the recruitment framework, the traineeship program was offered, and HR policies were reviewed. | P&C: People and Culture |

| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|--|------------|------------|----------|--|---|--|--------------------------|
| 5.6.2 | Develop a comprehensive Legislative and Policy Compliance Framework providing a holistic view of our organisation which captures the legislative, policy and procedural obligations and requirements of all employees. | 01/07/2020 | 30/06/2021 | 60% |  |  | Internal processes are underway to enable the development of a comprehensive legislative and policy compliance framework that will provide a holistic view which captures the legislative, policy and procedural obligations and requirements of all employees. A Legislative Compliance Database is still being researched by Council to provide efficiency improvements. | CG: Corporate Governance |
| 5.6.3 | Enhance the Corporate Planning and Performance Framework, including the development of the Corporate Plan 2021-2025. | 01/07/2020 | 30/06/2021 | 100% |  |  | The Corporate Plan 2021-2025 (adopted by Council in February 2021) established the goals, pathways and strategic priorities over the next five years to advance our vision as Australia's most sustainable region - Healthy. Smart. Creative. These directions have now cascaded into the development of the Operational Plan 2021/22 that was adopted by Council at the special budget meeting on 24 June 2021. Each operational plan activity has been resourced and responsibility allocated for delivery. This will form the basis of quarterly progress reporting to the community over the next 12 months. | OCEO: Office of the CEO |

A financially sustainable organisation

| Action Code | Action Name | Start Date | Due Date | Progress | On Time | On Budget | Comments | Branch |
|-------------|--|------------|------------|----------|--|---|--|------------|
| 5.7.1 | Develop and monitor Council's budget, including legislated requirements. | 01/07/2020 | 30/06/2021 | 100% |  |  | Council adopted the 2021/22 Budget at a Special Meeting on 24 June 2021. | F: Finance |