





Operational Plan Activities Report Quarter 3, 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	75%			This quarter, the third Mayoral Roundtable on Homelessness was held with key stakeholders to identify priorities relating to homelessness issues and needs, and to progress action planning for an overnight accommodation trial project on the Sunshine Coast. The Healthy Sunshine Coast program was reactivated with its Choose to Move campaign offering free and affordable activities in local parks and community venues. The Healthy Ageing - Getting Old is not a Disease! forum was held in partnership with the University of the Sunshine Coast, inviting participants to attend and learn about chronic disease prevention and management, including tips and advice about exercise, diet and reducing stress. Approximately 150 people attended the forum.	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	75%			Sunshine Coast aquatic centres are back to being fully operational since COVID-19 closures during 2020. Replacement of the filtration system for the 25 metre pool at Cotton Tree Aquatic Centre has commenced. Delays have occurred in relation to the construction of the Nambour Aquatic Centre Splash Park, water slide and new car park, due to unanticipated rock excavation, unforeseen inclement weather and associated redesign requirements. The new anticipated completion date for the Nambour Aquatic Centre Splash Park project is by September 2021.	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	80%			<p>Sunshine Coast Stadium hosted the new Sunshine Coast-Gympie Rugby League Nines competition and NRL teams Melbourne Storm and Newcastle Knights have committed to May 2021 training camps. The Queensland Flat Water Kayak Titles and Queensland Dragon Boat Championships returned to Lake Kawana, and the National Coast to Coast Dragon Boat Festival was secured this quarter where 1200 competitors will take to the water over three days of racing in May 2021.</p> <p>This quarter Caloundra Indoor Stadium secured the return of Gymnastics Queensland Competition in June 2021, National Table Tennis Championships in July 2021 and the Queensland Volleyball Championships in August 2021. All winter season major events are confirmed to return to Nambour Showgrounds including the Queensland Garden Expo, the South Queensland Caravan, Camping, Boating and 4x4 Expo and the Sunshine Coast Agricultural Show. Maroochydore Multi Sports Complex will again play host to the Queensland Primary Schools Cup Netball Championships and state level AFL competitions.</p> <p>Venue 114 has produced sell out events including Crazy World of Science children's theatre performance, In Conversation - Learning From Legends with Layne Beachley and the Burlesque L'Amour Cabaret Show which attracted over 300 patrons per performance.</p>	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	60%			The 2021 Suncorp Super netball season will commence on 1 May 2021, and planning is underway for game day activation experiences and community engagement.	SCV: Sports and Community Venues
1.1.5	Covid-19 business and community response and recovery.	01/07/2020	30/06/2021	75%			The Economic Resurgence Taskforce progressed with work relating to digital upskilling, business confidence and support for supply chains. This resulted in the identification of opportunities to strengthen the labour market, conduct retail activation initiatives and reduce market entry barriers for food businesses in the region. 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. A suppliers briefing was also held to connect the local business community with procurement opportunities on the Sunshine Coast.	ECDEV: Economic Development





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.1.6	Implement priority activities from the Disaster Management Plan 2019-2022.	01/07/2020	30/06/2021	75%			Council continues to work with Queensland Health to assist in the identification of appropriate venues for COVID-19 vaccination centres. Queensland Health are currently assessing these Council owned venues identified to ensure they are appropriate and can facilitate the roll-out of vaccinations. Resources are in place for the continuing season with La Nina taking effect, and the Local Disaster Management Group is prepared for activation to provide a response and recovery capability for our community when required.	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	75%			Council continues to progress initiatives contained within the Library Network Plan 2019-2041. The development of the 'Express Library' model progressed during the quarter including the Caloundra District Library and Sippy Downs Library concept plans. The Caloundra District Library concept plan was endorsed by Council in March 2021 and will now progress to the design phase. Both the Caloundra and Sippy Downs libraries are key strategic infrastructure priorities outlined in the Library Network Plan to be delivered over the next five years.	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	75%			Council funded 209 successful applicants during the quarter through Council's Community Grants Program. Equating to a total of \$495,170, funding was allocated through grants to a range of projects and activities that contribute to the achievement of Council's vision for the region, and to provide support for community organisations impacted by the COVID-19 pandemic. Grant avenues include Councillor Discretionary Funding, Emergency Grants, Individual Development, Community Partnership Funding Program (COVID-19 variations), and Landholder Environment and Heritage Levy Grants.	CPD: Community Planning and Development





A shared future that embraces culture, heritage, diversity

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.3.1	Deliver the Sunshine Coast's premier multi-arts Horizon Festival events program for 2020.	01/07/2020	30/06/2021	100%			Following the success of the revised format of the 2020 Horizon Festival, planning for the 2021 Horizon Festival is underway. The festival opened applications for the 2021 Homegrown program, supported by the Regional Arts Development Fund. Horizon Festival's Artistic Director and Senior Producer met with 18 artists/groups to discuss concepts for submission. First Nations artists have been encouraged to submit applications, and can access Horizon Festival's First Nations Curator for advice and support. More than 80 community submissions to the 2021 photography project 'I Sea You' by local photographer, Keith Hamlyn were received. Of these, 40 were selected, with shooting commencing in November 2020. Final images will be presented along the Happy Valley Boardwalk during the 2021 Horizon Festival.	AHL: Arts, Heritage and Libraries
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	75%			The Sunshine Coast Heritage Plan 2021-2031 was endorsed by Council in February 2021. The Heritage Levy program has continued to deliver targeted onsite professional support programs for community heritage groups and all are nearing completion. The programs covered Significance and Preservation Needs Assessments, Exhibition Development and Strategic Planning. This quarter, the First Nations Virtual Reality project was completed, digitisation of the Bill Robinson collection was finalised and work on the Heritage Library is continuing. Additional Heritage Levy Collections and Exhibitions Grants were funded to the value of \$25,000. Programs and events are returning to Bankfoot House and open days will increase to five days a week from April 2021.	AHL: Arts, Heritage and Libraries
1.3.3	Development of a new Stretch Sunshine Coast Reconciliation Action Plan.	01/07/2020	30/06/2021	75%			On 25 March 2021, Council adopted the Sunshine Coast Innovate Reconciliation Action Plan March 2021 - June 2022. Council is awaiting final endorsement from Reconciliation Australia before publishing the adopted Reconciliation Action Plan.	CPD: Community Planning and Development



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.3.4	Implement priority activities from the Sunshine Coast Arts Plan 2018-2038.	01/07/2020	30/06/2021	75%			Artist led development program "The Path" received 161 applications, of which 11 artists were selected to undertake a four part program including one on one mentoring. The Refinery Creative Incubator received over 50 applications with 25 selected to participate in a boot camp. Caloundra Regional Gallery profiled 48 local artists and 30 junior artists to 2634 visitors, and presented artists walk and talks with eight artists in the Local Artist Local Content exhibition, as part of the Open Studios event. The Gallery is working closely with NuunaRon First Nations artists with disabilities group First Peoples with Disabilities Network, and Regional Arts Services Network for an exhibition at the Arts and Ecology Centre during a South East Queensland wide project in May 2021. Creative Spaces provided individual and group mentorship to five artists via Space Travel with Martyn Coutts.	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	70%			A number of actions have been delivered for the Mooloolaba Local Area Parking Plan. The Brisbane Road multi-deck carpark (ParknGo Mooloolaba Central) has been delivered along with the associated infrastructure. Updated on-street timed parking regulations have been implemented to manage core on-street parking area's availability and turnover with 2-hour or less regimes.	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	75%			Council is progressing many of the priorities contained within the Integrated Transport Strategy 2018. Good progress has been made on Stage 2 of the Travel Behaviour Change, and the Transport Infrastructure Sequencing Plan is nearing completion.	TIP: Transport & Infrastructure Planning
1.4.2	Coordinate the delivery of Council's Transport Levy policy and program.	01/07/2020	30/06/2021	75%			The Transport Levy Program 2020/21 identified deliverables directed to the participating stakeholders for action. During the quarter, the Transport Levy has helped Council progress upgrades to bus stops throughout the region to ensure they are fully compliant with the Disability Discrimination Act 1992. Council continues to make good progress on the implementation of the 2020/21 initiatives.	TIP: Transport & Infrastructure Planning

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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	75%			A comprehensive, high quality stakeholder and community engagement strategy is being prepared that will help Council seek feedback, ideas and inputs as it prepares the Options Analysis phase of the business case process for Sunshine Coast Mass Transit (SCMT). The SCMT Options Analysis is the second stage in the business case process prescribed by government and its content sets down the purpose, elements and outcomes of the Options Analysis process in accordance with Building Queensland's Business Case Development Framework. The Options Analysis must also satisfy the requirements of Infrastructure Australia's Assessment Framework relevant to this stage of the business case process. The community engagement program is intended to generate conversations about the transport problems and opportunities faced by the region in the future, and obtain feedback on key options for addressing them. It is expected the community engagement program will run in the first half of 2021.	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	75%			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









Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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	80%			A significant number of projects have been delivered across the sports sector, including additional projects through the State Government's Works for Queensland stimulus package. Projects completed in the first quarter of 2021 include: Sunshine Coast Hockey's synthetic field resurfacing; Coolum Tennis Club court resurfacing; Coolum Netball's new change rooms, office and first aid building; upgrades to Caloundra Indoor Stadium's amenities, change rooms and kiosk; North Shore Sports Complex storage shed installation and the Nambour Showgrounds Main Pavilion lift installation. The Honey Farm Sport and Recreation Precinct Master Plan was also finalised and endorsed by Council at the March 2021 Ordinary Meeting.	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	75%			Implementation of the Environment and Liveability Strategy has continued. Council was awarded the winner of the government category at the National Banksia Sustainability Awards for the Environment Liveability Strategy and its implementation. The Strategy is a proactive plan to deliver a healthy environment and liveable Sunshine Coast. The Strategy has played an important role in guiding the achievement of a number of significant outcomes including launching the Blue Heart Sunshine Coast, progressing a UNESCO Biosphere nomination, developing a Coastal Hazard Adaptation Strategy, and expanding our green spaces by securing more land for conservation and recreation. During the quarter successful land acquisitions were made in the Maroochy River catchment for conservation purposes.	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	90%			Feedback from the 4-week public consultation period undertaken at the end of 2020 on the draft Coastal Hazard Adaptation Strategy has been reviewed and changes incorporated into a final draft, which includes a five year implementation plan that prioritises a range of regional and local initiatives and actions. The project's Community Advisory Group has further contributed to the preparation of the final draft that will be presented to Council for consideration.	ESP: Environment and Sustainability Policy
2.1.3	Progress development areas including Caloundra South and Beerwah East.	01/07/2020	30/06/2021	75%			Council continued to work with the State Government as represented by the Minister for Economic Development Queensland (EDQ) in implementing the Caloundra South Priority Development Area Infrastructure Agreement (IA), and to ensure the IA obligations are implemented as required. Council continued to: support EDQ with the consideration of development applications; work with Department of Education to deliver a school network that is co-located with Council sports fields that maximises sharing of facilities; work in collaboration with the (now) Department of State Development, Infrastructure, Local Government and Planning to progress the planning for the Beerwah East Major Development Area.	UGP: Urban Growth Projects





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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%			Internal processes are underway through Council's Budget Development Process to secure funding for the Place Revitalisation Program (formally Streetscape Program) for the 2021/22 financial year. During the quarter Council conducted stakeholder consultation in Eumundi, Woombye and Eudlo seeking community feedback on priorities for these towns that will inform Council's Place Program.	DPS: Design and Placemaking Services
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	60%			Analysis of a community engagement process held late last year for the 'Create Caloundra - your community + creative hub' project was completed. The community informed Council they wish to: keep it green; keep it unique; change the way we move; improve how to navigate; love more events and creative interest. Council is now in the concept design development phase which is proposed to for a second round of community engagement to ask our community 'have we got it right'. More information on the project and how our community can provide input is located on Council's have your say platform. Due to the revised timing of the community engagement component, the project will now be completed in the 2021/22 financial year. There are no significant implications as a result of the delay.	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	75%			Council endorsed the report for a planning scheme review and preparation of a new planning scheme in January 2021. The Sunshine Coast Planning Scheme 2014 took effect on 21 May 2014 and has been in operation for over six and a half years. Under the Planning Act 2016, Council is required to review its planning scheme within 10 years of it taking effect and decide, based on that review, whether to amend or replace the planning scheme. Council has commenced scoping and preparation of background planning studies to inform a new planning scheme.	SP: Strategic Planning
2.1.7	Preparation of design guidelines for projects in the public realm in the coastal strip between Caloundra and Maroochydore.	01/07/2020	30/06/2021	50%			Design development for the public realm within the Urban Corridor is waiting on the completion of the community engagement process for the Options Analysis of the Sunshine Coast Mass Transit project. Place and Character Assessments of chosen localities in the Urban Corridor commenced in November 2020, and due to revised project timing, they are now due for completion in the first half of the 2021/22 financial year. There are no significant implications as a result of the delay.	DPS: Design and Placemaking Services

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.1.8	Mooloolaba Place Making - deliver stage 1 of the northern precinct.	01/07/2020	30/06/2021	65%			The Northern Parklands project at Mooloolaba received a \$4.5 million State Government grant, enabling the commencement of Stage 1 and 2, Design and Construction contracts. During the quarter, Council completed the building of the seawall and commenced the construction of the Stage 1a boardwalk (including considerable progress of offsite fabrication). Progress on the design elements for both Stage 1a and 1b continued. Project delays were encountered due to wet weather impacting the site. A revised schedule is being developed.	DPS: Design and Placemaking Services



Protection and enhancement of our natural assets and distinctive landscapes

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.2.1	Coordinate the delivery of Council's Environment Levy including the strategic land acquisition program.	01/07/2020	30/06/2021	75%			Implementation of the Environment Levy Program has continued. A 94 hectare land parcel in Verrierdale and three lots in the Blue Heart totaling 38.8 hectares were acquired during the quarter.	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	70%			Planning has continued for the ongoing protection of the Regional Inter-urban Break as a major green space. A preliminary vision, values and strategic directions is continuing to be prepared to support Council's advocacy role.	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 nomination to the Australian Government for their review in January 2021. The unanticipated delay in the assessment process has impacted the proposed timelines to secure a biosphere designation for the Sunshine Coast Council local government area by June 2021. If the Australian Government endorses the nomination they may submit it to the UNESCO Man and the Biosphere Program in September 2021.	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.	EO: Environmental Operations

Responsive, accessible and well managed assets and infrastructure

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.3.1	Implement Blue Heart Sunshine Coast in partnership with Unitywater and the State Government.	01/07/2020	30/06/2021	75%			Implementation of the Blue Heart project has continued, including further land acquisitions and planning to commence the Blue Carbon Trial Project.	ESP: Environment and Sustainability Policy
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, including fees and charges, was completed for input into the budget development process.	WRM: Waste and Resource Management







A reputation for innovation, sustainability and liveability



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.5.1	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	75%			Generation of the Solar Farm for this quarter was limited by rainfall totals roughly 22% above the average. The Solar Farm generated 6.4 GWh of renewable energy avoiding approximately 5,120 tonnes of CO _{2e} carbon emissions from traditional electricity sources and offset 110% of Council's total consumption this quarter. Large-scale generation certificate revenue benefited from the upward trend in the market during the quarter. Export revenue benefited from stronger prices that increased from \$40.35 / MWh in January 2021 to \$46.87 in March 2021.	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	70%			The implementation of the Regional Economic Development Strategy and the Sunshine Coast Economic Resurgence Plan (stemming from COVID-19), is proceeding positively. The Economic Resurgence Taskforce has met twice in the last quarter and has seven projects underway addressing key target issues and opportunities in concert with Council and diverse stakeholders. Highlights of these include successful delivery of the Jobs Now Campaign, the ongoing popularity of the Business Champions series plus 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	75%			Visit Sunshine Coast has submitted its second quarter 2020/21 expenditure statement. The 2020/21 quarterly report shows budget expenditure that is consistent with the approved project categories within the Annual Tourism Program. Visit Sunshine Coast has submitted a budget proposal and associated Annual Tourism Program for the 2021/22 financial year. Program deliverables are currently being assessed for alignment with regional and local government targets.	ECDEV: Economic Development
3.1.3	Implement the high priority actions as identified in the Caloundra Centre Masterplan.	01/07/2020	30/06/2021	75%			Preliminary design and feasibility work for repurposing the Caloundra administration building is complete. At the Ordinary Meeting held in March 2021, Council resolved to proceed to detailed design, and complete an operational management plan for the proposed repurposing of the Caloundra administration building for a new district library, community meeting space, customer service centre and Council administration offices. Analysis from the first stage of community engagement for the 'Create Caloundra - your community and creative Hub' has been used to inform concept design development. Stage two of community consultation will seek feedback on the concept design and is expected to occur mid-2021. The Caloundra Regional Gallery Business Case is in procurement stage.	MPSP: Major Projects and Strategic Property







Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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	60%			Stakeholder engagement with key business operators and organisations has been conducted 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 the development of a Chillii Festival and a range of mini festivals at key times of the year. The mini festivals will leverage the success of the inaugural Luminare Festival held in late 2020, to increase footfall and marketing activity. In Mooloolaba, social media activity is being executed to help stimulate business activity during current and planned construction work, with activities from the Mooloolaba Economic Activation plan also being initiated. In addition, planning and engagement has commenced to increase the promotion and utilisation of the ParknGo Mooloolaba Central multi-deck parking facility. Development of a communication plan has commenced to support the roll out of the region wide Retail Activation Program, which will initially commence in the Coolool Beach retail area.	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	75%			During the quarter, implementation of the Development Agreement between Council, SunCentral and Walker Corporation has been a key focus. This includes commencing a governance and resourcing review of both Council and SunCentral as a result of the changes from the signing of the agreement with Walker Corporation; a communications plan; stakeholder briefings and introductions; and charters for the governance groups overseeing the project. Commissioning of the Automated Waste Collection Station commenced at the end of March 2021 and is anticipated to take up to six weeks to complete.	MPSP: Major Projects and Strategic Property
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	60%			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

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.2.3	Progress the development of the Brisbane Road multi-deck carpark.	01/07/2020	30/06/2021	95%			The Brisbane Road multi-deck carpark named ParknGo Mooloolaba Central is now operational and paid parking commenced in January 2021. Minor streetworks and commercial space are underway.	BI: Business and Innovation



Investment and growth in high-value industries

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.3.1	Manage the Sunshine Coast Airport Expansion Project, ensuring compliance with state and federal agency regulatory requirements.	01/07/2020	30/06/2021	95%			Final Practical Completion for Separable Portion 4 was awarded by the Independent Certifier on 29 January 2021 for the concrete Apron Parking Bays (east of the terminal). The matters associated with the management of soils and groundwater with very low levels of per and poly-fluoroalkyl substances (PFAS) continue to be addressed. Certain monitoring responsibilities will be transferred to Sunshine Coast Airport as the Leasee of the land. A legal document is being prepared to facilitate this transfer.	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	75%			Study Sunshine Coast delivered employability programming and student engagement to 445 domestic and international students during the quarter. The Employability Program included the Project Global Citizen Scholarship which improves students' cultural competency skills for studying, living and working across cultures. In addition, the Talent Essentials workshop series helps students develop employability skills including CV writing and interview skills, LinkedIn profile development, interview preparation and enterprise skill development. Study Sunshine Coast and Study Queensland hosted two free events focused on building student connections and enhancing student employability skills.	ECDEV: Economic Development
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	80%			Delivery of capital works items continues with a power upgrade at the Coolool Beach Holiday Park and the procurement of new washing machines across the Sunshine Coast Holiday Parks. Occupancy and revenue across Council's Sunshine Coast Holiday Parks has exceeded this quarter's forecasts by 6%.	SCV: Sports and Community Venues





Strong local to global connections

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.4.1	Plan and coordinate delivery of an annual International Relations (including missions) Program.	01/07/2020	30/06/2021	75%			Council participated in a virtual trade mission organised by the UK Trade and Investment. Council representatives hosted the Consul General of the Republic of Indonesia and leaders of ASUMSI (the Indonesian community association) on the Sunshine Coast to discuss the development of the relationship between Sunshine Coast and Indonesia, including economic opportunities, COVID-19 recovery strategies and community engagement. Planning has commenced for the inaugural Sunshine Coast International Forum to be held in June 2021. Council commenced the planning and coordination of Council's participation in the 2021 Asia Pacific Cities Summit to be held in Brisbane in September 2021.	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	75%			A trial campaign was run that focused on generating interest in the food and beverage market, promoted on Facebook for 10 days in February 2021 and delivered 10,326 impressions across Brisbane, Sydney and Melbourne and 17 investment leads. Other campaigns in market in this quarter included a Good Ad campaign which promoted relocating to the Sunshine Coast and achieved 93,426 impressions.	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	75%			The Sunshine Coast Events Board and its Working Groups met on five occasions during the quarter. Four major event sponsorship applications were considered by the Board, all of which were supported. These comprised 10 individual events to be staged between 2021 and 2023 (eight existing major events retained and two new events secured). It is estimated these events will result in an economic impact of over \$4 million and bring 14,000 visitors to the region. During the quarter, 11 events were held, delivering an estimated economic impact of \$7.5 million, 19,414 visitors from outside the region and an estimated 84 new jobs.	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	75%			Smart Cities implementation is progressing well against five core areas to provide: regular contribution to plans, strategies, policies and projects; operational solutions from ideas using the solution pipeline and business value model; specialised services including data driven decision making, Innovation and Carrier licence; technical specifications into our organisational standards; and specify enabling smart infrastructure for future capital works.	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	75%			The Sunshine Coast was named one of the Smart21 Communities by the Intelligent Community Forum in February 2021. Council participated in a 2021 mapping program with the Innovation Centre Sunshine Coast to capture the activity taking place across the year in the youth entrepreneurship and innovation space. A total of 27 Expressions of Interest were submitted for the Sunshine Coast Innovations Day held in March 2021 at Venue 114. Twenty businesses were selected to showcase their digital solutions, services or products at the event. Key business improvement specialists within organisations such as Sunshine Coast Council, Unitywater, the University of the Sunshine Coast, and other corporations, institutions and larger businesses were in attendance.	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	70%			Council commenced the development of a roadmap for phase two of the Customer Experience Management Program. The roadmap will help guide the implementation of technology in line with our customer's current and emerging needs. The focus will be on innovation, self-service and digitisation and will integrate services offered on the website. A number of continuous improvement initiatives were undertaken during the quarter to improve Council's processes and provide support to customers in areas including cemetery services, complaints management and service reporting.	CR: Customer Response
4.2.2	Commission the Automated Waste Collection Station.	01/07/2020	30/06/2021	50%			The team of commissioning specialist technicians arrived Australia to commence work on the Automated Waste Collection Station in March 2021. Commissioning of the Automated Waste Collection Station commenced at the end of March 2021 and is anticipated to take up to six weeks to complete.	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	75%			The Community Engagement Policy, Community Engagement: Excellence in Engagement Framework and supporting Community Engagement Action Plan were endorsed by Council at the March 2021 Ordinary Meeting. A series of training programs are now planned for delivery to embed the practice methodologies of excellence in engagement across the organisation.	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	75%			Council has encountered challenges associated with the COVID-19 pandemic event, particularly in relation to an increased workload as a result of the Federal Government's HomeBuilders Grant Scheme, and meeting the associated mandatory timeframes to be eligible for this Scheme. This Scheme requires certain works (e.g. slab construction) to be completed within very tight timelines and has had a significant impact on workloads for plan sealing, construction compliance and plumbing assessment and inspections. It is noted that applications decided within statutory timeframes for this third quarter is 90%. Proactive and positive engagement has been carried out with our key external stakeholders and customers through email updates. Council met with development and building industry representatives in February 2021 to share current workload and trends, resourcing and budget updates and receive specific feedback and/or suggestions.	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	70%			The first round of parking surveys were completed in Mooloolaba. Further data collection/analysis exercises have been scoped for implementation between now and the end of financial year.	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	50%			The Community Satisfaction Survey 2020 and additional community member interviews analysis have been completed and insights will inform service improvement and the development of the Service Excellence Strategy. Further internal engagement is required before formal drafting of the Strategy commences. Extension from the target date of 30 June 2021 for the draft Strategy may be required.	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	60%			The Capital Works Program increased substantially due to the inclusion of State and Federal Stimulus grants during the 2020/21 financial year. This increased the overall program and put pressure on the capacity to meet delivery targets. In addition, the La Nina weather pattern has produced more extensive rainfall through March 2021 than anticipated with falls above 350mm across much of the region producing some delays to construction works. Delays have also been encountered due to material supply issues and cost escalations impacting works (particularly with steel and stormwater pipes), and due to market demand. These factors have contributed to the overall program being slightly behind forecast with 60% completion as at the end of quarter 3. This increases the delivery required in the final quarter of the year and may result in some capital budget deferral to the 2021/22 financial year. The 2021/22 Capital Works Program development process has progressed well, and the final draft program will be presented to Council for consideration as part of the budget in June 2021.	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	85%			Phase 1 and 2 of the CONFIRM project have been implemented with Phase 3 activities on track for delivery by 30 June 2021.	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	50%			Ongoing discussions and planning continuing with Energy Queensland for delivery of these works. Energy Queensland have advised that they will complete the installation and commissioning of the LED lighting by 30 June 2021.	TIM: Transport Infrastructure Management



Corporate Plan Goal : An Outstanding Organisation

Goal Objective: A high performing, innovative and customer focused 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	75%			Internal consultation is underway on the conceptual fit outs for Sunshine Coast City Hall.	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	75%			Progress of the Sunshine Coast City Hall is on schedule, with the slab for Level 1 having been poured.	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	75%			Progress has been made in the development of the wellbeing, health and safety forward plan. Opportunities to improve the safety system and its implementation are taken on a regular basis. An audit on critical risks and improvement to safety reporting are currently underway.	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	75%			During the quarter several People and Culture systems and processes were improved to support our workforce and the delivery of our vision and goals. This included commencing a pilot for a new employee performance management process, making better information available through recruitment processes to assist attracting high quality candidates and the launch of a new Leadership Fundamentals program. The Salaried Officers Certified Agreement was certified by the Queensland Industrial Relations Commission, and negotiations for the Field Based Certified Agreement are progressing well.	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%			Council has advised the Local Government Association of Queensland (LGAQ) that the Legislative Compliance Database subscribed to by Council, is unable to meet all of Council's requirements for monitoring legislative obligations at this point in time given the size and complexity of Council's operations. The current approach will continue for the rest of the year as alternate options are being considered for future planning.	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	85%			Council endorsed the Corporate Plan 2021-2025 on 25 February 2021. The Corporate Plan sets Council's strategic directions for the next five years through its goals, pathways and strategic priorities to advance our vision as Australia's most sustainable region - Healthy. Smart. Creative. The Corporate Plan 2021-2025 has been shaped by the community engagement received during the development of our long term regional strategies along and the Community Satisfaction Survey 2020. The results from the Community Satisfaction Survey 2020 have been published online through Council's have your say platform. The Corporate Plan 2021-2025 is available on Council's website and hard copies can be viewed at Council customer service centres and libraries. Implementation of the corporate plan has now commenced through the development of the operational plan and budget for the 2021/22 financial year. Each strategy, service, program and project that is prioritised and funded through these processes will need to align to one or more of the strategic goals articulated in the Sunshine Coast Council Corporate Plan 2021-2025: - Our Strong Community - Our Environment and Liveability - Our Resilient Economy - Our Service Excellence - Our Outstanding Organisation.	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	75%			Council's financial performance for 2020/21 is currently within the adopted metrics for Quarter three. Financial performance is reported monthly and satisfies section 204 of the Local Government Regulation 2012.	F: Finance