



AGENDA

PERFORMANCE AND SERVICE COMMITTEE MEETING

Tuesday 14 February 2012

Commencing at 9.00am

Council Chambers, 9 Pelican Street, Tewantin

COMMITTEE MEMBERS (Quorum – 4)

Councillor C Thompson – Division 4 (Chair)

Councillor R Abbot – Mayor

Councillor T Dwyer – Division 2

Councillor J McKay – Division 5

Councillor C Dickson – Division 6

Councillor D Blumel – Division 8

Councillor P Tatton – Division 10

Councillor L Brennan – Division 12

TABLE OF CONTENTS

ITEM	SUBJECT	PAGE NO
1	DECLARATION OF OPENING	1
2	RECORD OF ATTENDANCE AND LEAVE OF ABSENCE	1
3	OBLIGATIONS OF COUNCILLORS	1
3.1	DECLARATION OF MATERIAL PERSONAL INTEREST ON ANY ITEM OF BUSINESS	1
3.2	DECLARATION OF CONFLICT OF INTEREST ON ANY ITEM OF BUSINESS	1
4	REPORTS	3
4.1	FINANCE AND BUSINESS	3
4.1.1	BUDGET DEVELOPMENT 2012/2013	3
4.1.2	FREE WI-FI TRIALS IN PUBLIC PLACES	7
4.1.3	PROPOSED AMENDMENT SUBORDINATE LOCAL LAW NO. 1 (PARKING) 2012	15
4.1.4	QUARTERLY PROGRESS REPORT - QUARTER 2, 2011-2012	23
4.2	INFRASTRUCTURE SERVICES	29
4.2.1	ENVIRONMENTAL FUNCTIONS - OPERATIONAL SERVICE LEVELS	29
4.3	COMMUNITY SERVICES	37
4.3.1	BALLINGER PARK SPORTS COMPLEX MASTER PLAN	37
4.3.2	ARTS INDUSTRY INCUBATORS FEASIBILITY STUDY REPORT	47
4.4	EXECUTIVE OFFICE	55
4.4.1	AUDIT COMMITTEE REPORT 30 JANUARY 2012	55
5	CONFIDENTIAL REPORTS	58
6	NEXT MEETING	58
7	MEETING CLOSURE	58

1 DECLARATION OF OPENING

On establishing there is a quorum, the Chair will declare the meeting open.

2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE

3 OBLIGATIONS OF COUNCILLORS

3.1 DECLARATION OF MATERIAL PERSONAL INTEREST ON ANY ITEM OF BUSINESS

Pursuant to Section 172 of the *Local Government Act 2009*, a councillor who has a material personal interest in an issue to be considered at a meeting of the local government, or any of its committees must –

- (a) inform the meeting of the councillor's material personal interest in the matter; and
- (b) leave the meeting room (including any area set aside for the public), and stay out of the meeting room while the matter is being discussed and voted on."

3.2 DECLARATION OF CONFLICT OF INTEREST ON ANY ITEM OF BUSINESS

Pursuant to Section 173 of the *Local Government Act 2009*, a councillor who has a real or perceived conflict of interest in a matter to be considered at a meeting of the local government, or any of its committees must inform the meeting about the councillor's personal interest in the matter and if the councillor participates in the meeting in relation to the matter, how the councillor intends to deal with the real or perceived conflict of interest.

This page has been intentionally left blank

4 REPORTS

4.1 FINANCE AND BUSINESS

4.1.1 BUDGET DEVELOPMENT 2012/2013

File No: ECM 14 February 2012

Author: Manager Finance
Finance and Business

PURPOSE

To inform council of the 2012/2013 budget development and budget adoption timeframe options.

EXECUTIVE SUMMARY

Sections 98 to 100 of the *Local Government (Finance, Plans and Reporting) Regulation 2010* prescribe the requirements for the adoption of council's budget. The recent State Government decision to delay the council elections by one month to 28 April 2012 will place pressure on council's objective of adopting the 2012/2013 budget prior to 30 June 2012.

A significant delay to the budget adoption results in a deferral of the first of the half yearly rate run. The financial effect of a one month delay in the rate run equates to a loss of interest investment revenue of between \$670,000 and \$895,000. Delay in budget adoption may also result in cash flow problems for council-owned companies.

Two options exist for the development of the 2012/2013 budget. The first option is to prepare a revised schedule of meetings to allow the budget to be adopted by 30 June 2012. The alternative is to follow the normal schedule and delay the adoption of the budget by approximately one month to reflect the delayed local government election date.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled "Budget Development 2012/2013"; and
- (b) endorse the option to adopt the 2012/2013 budget by 30 June 2012.

FINANCE AND RESOURCING

The potential impacts on the 2012/13 budget from the two options are outlined in the report.

CORPORATE PLAN

Corporate Plan Theme: *Great Governance*

Emerging Priority: 8.1 Ethical, accountable and transparent decision-making
Strategy: 8.1.1 Develop and implement a governance framework that provides transparent and accountable processes and enhances council's reputation

Corporate Plan Theme: Great Governance

Emerging Priority: 8.2 Effective business management
Strategy: 8.2.1 Develop indicators and measure the performance of council and the success in achieving its vision

Corporate Plan Theme: Great Governance

Emerging Priority: 8.3 Strong financial management
Strategy: 8.3.2 Ensure council's financial performance is well managed and leads to a strong financial position

CONSULTATION**Internal Consultation**

- Portfolio Councillor for Financial Management and Business Unit Performance
- Executive Director Finance and Business

External Consultation

No external consultation was required for this report.

Community Engagement

No community engagement was required for this report.

PROPOSAL

Sections 98 to 100 of the *Local Government (Finance, Plans and Reporting) Regulation 2010* prescribe the requirements for the adoption of council's budget. The recent State Government decision to delay the council elections by one month to 28 April 2012 will place pressure on council's objective of adopting the 2012/2013 budget prior to 30 June 2012.

A significant delay to the budget adoption results in a deferral of the first of the half yearly rate run. The financial effect of a one month delay in the rate run equates to a loss of interest investment revenue of between \$670,000 and \$895,000. Delay in budget adoption may also result in cash flow problems for council-owned companies. These companies are Sunshine Coast Events Centre, Quad Park Corporation and Noosa Biosphere Limited.

Two options exist for the development of the 2012/2013 budget.

Option One

The first option is to prepare a revised schedule of meetings to allow the budget to be adopted by 30 June 2012.

Option Two

The alternative is to follow the normal schedule and delay the adoption of the budget by approximately one month to reflect the delayed local government election date.

The following topics are traditionally discussed during the annual budget development process:

- Fees and Charges
- Airport Annual Performance Plan
- Waste Management

- Sunshine Coast Holiday Parks
- Quarries
- Investment Policy
- Debt Policy
- Financial Statements
- Revenue Policy
- Revenue Statement
- General Rates
- Separate and Special Rates & Charges
- Discounts, Pensioner Remissions and Rebates
- Community Service Obligations
- Company Presentations
- Capital Works Program
- Operational Plan

The topics can be discussed during committee meetings and/or statutory budget meetings. During the term of this council, the annual budget development has consisted of between six to eight meetings. In order to meet a budget adoption date prior to 30 June 2012, a condensed budget development process could be undertaken covering the topics listed above.

The condensed budget development process would see meetings scheduled closer together than in previous years and may see meetings scheduled over consecutive days.

Information sessions for the new council are currently being scheduled and if the condensed approach to budget adoption is endorsed, the revised budget meeting dates would be communicated and planned for with the new council.

Legal

Section 100 of the *Local Government (Finance, Plans and Reporting) Regulation 2010* contains the following requirements in relation to the timing of budget adoption:

- (1) A local government must adopt its budget for a financial year
 - (a) after 31 May in the year before the financial year; and
 - (b) before
 - (i) 1 September in the financial year; or
 - (ii) a later day decided by the Minister.

Policy

There are a range of policies that council adopts as part of the budget development process.

Risk

A significant delay to the budget adoption results in a deferral of the first of the half yearly rate run. The financial effect of a one month delay in the rate run equates to a loss of interest investment revenue of between \$670,000 and \$895,000.

A delay in budget adoption may result in cash flow problems for council-owned companies. These companies are Sunshine Coast Events Centre, Quad Park Corporation and Noosa Biosphere Limited.

Council's capital works program is normally adopted in April or May each year. This allows appropriate planning to occur so delivery can commence as soon as practical in the new financial year. A large component of council's capital works program is delivered by local businesses.

Previous Council Resolution

There are no previous council resolutions that relate to this report.

Related Documentation

There is no related documentation for this report.

Critical Dates

The adoption of Council's budget on or around 30 June each year

Implementation

Scheduling of meetings will be incorporated in future council meeting cycles in accordance with council's resolution.

It is noted that the final adoption of the budget will be a decision of the new council.

4.1.2 FREE WI-FI TRIALS IN PUBLIC PLACES

File No: ECM 14 February 2012

Author: Broadband and Digital Economy Manager
Finance and Business

Attachment: [Att 1 - Sunshine Coast Free WiFi providers](#) (PSC Att Pg 3)

PURPOSE

To propose, for council's consideration, a one year trial of free public access to wireless internet (Wi-Fi) in four community locations that attract a high volume of public patronage.

EXECUTIVE SUMMARY

Increasingly, local governments across Australia and internationally are implementing (or facilitating) free Wi-Fi connectivity (or trials of free Wi-Fi) in locations accessible by the general public.

While such services can compete with service offers provided by other local businesses (eg internet cafés, and retail and fast food outlets), the provision of Wi-Fi internet accessibility by local government or a public instrumentality (at no cost to the end user) is generally regarded as an alternative service offer, affording choice to residents and visitors alike.

Public accessibility to a free Wi-Fi internet service is also becoming a component of government sponsored digital inclusion policies – in recognition that it can enhance the connectedness of residents to social media, digital resources and essential community information.

Wi-Fi does not provide a business-grade technology solution. While there is no compelling evidence that (of itself) the provision of free Wi-Fi internet services in public places stimulates economic development, the availability of this service can provide a point of differentiation when consumers consider potential holiday and/or recreational destinations. Given the significance of the tourism industry to the Sunshine Coast and the interdependencies of other sectors with the tourism industry, opportunities that could continue to enhance the value proposition of the region as a tourism destination should be explored.

During the past two years, a number of local governments and other public entities (eg public transport services) in locations across Australia have implemented free Wi-Fi programs in either trial format or as an ongoing element of the suite of community services provided to residents. In this region, council already provides free Wi-Fi connectivity at nine library sites. Further, the Sunshine Coast Airport provides free Wi-Fi in the departure lounge to facilitate better business services for travellers.

At present – given the absence of reliable evidence and a supportive business case – a large-scale regional deployment of free Wi-Fi internet connectivity cannot be justified as an appropriate use of public funds.

That said, the commissioning of a limited trial of free Wi-Fi connectivity in defined public places which experience high public patronage would provide a “real time” and localised basis from which to:

- evaluate the costs and benefits of such a service to residents and validate assumptions in relation to the value of the service to the tourism industry; and

- inform any future decisions on a broader, region-wide deployment of a free Wi-Fi internet service in public locations.

With this in mind – and taking into account advice from Sunshine Coast Destination Limited (SCDL) on high visitation locations in the region – it is proposed the trial sites would be located at:

- Mooloolaba Esplanade;
- Gympie Terrace, Noosaville;
- Kings Beach, Caloundra; and
- Montville township.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled “Free WiFi Trials in Public Places”;**
- (b) subject to the procurement of a suitable private Wi-Fi partner and the identification of the required funding through the budget review process, authorise the Chief Executive Officer to establish a free Wi-Fi internet access trial in public places for one year, with the trial sites being located at:**
 - (i) Mooloolaba Esplanade;**
 - (ii) Gympie Terrace, Noosaville;**
 - (iii) Kings Beach, Caloundra;**
 - (iv) Montville township; and**
- (c) authorise the Chief Executive Officer to commission an independent evaluation of the free Wi-Fi internet access trial after one year from its commencement, with the results of the evaluation and projected cost estimates to be reported to council for consideration prior to the continuation of the service at the trial sites and any extension of the trial to other locations.**

FINANCE AND RESOURCING

There is no funding available in the 2011-2012 budget to support the Wi-Fi internet access trial proposed in this report.

The cost of the proposed free Wi-Fi trial in the four recommended locations is broken into three component parts:

1. the initial capital expenditure for the hardware and connectivity;
2. the ongoing maintenance and provision of data; and
3. marketing, communication and trial administration.

Based on a consideration of the existing free Wi-Fi services in council libraries and indicative quotes from alternative providers, the Information Communication and Technology Services (ICTS) branch has advised the following estimated indicative budget would be required to conduct the proposed trial:

- up to \$40,000 (total) for installation (allowing \$10,000 per site);
- up to \$30,000 annually for maintenance and data provision (allowing \$7,500 per site); and
- \$30,000 for marketing, communication and management of the trial including signage and marketing of the locations to ensure the availability of trial sites and their terms of use are well understood by residents and visitors alike.

It may be possible to reduce the estimated cost of the trial by partnering with a private Wi-Fi provider as part of an appropriate commercial arrangement. It is therefore proposed that a procurement process be conducted to seek a potential private sector Wi-Fi partner to deliver the trial. If this option is pursued, the actual cost implications for council will not be fully known until the procurement process is concluded.

If a private Wi-Fi partner cannot be secured on suitable terms, full funding for the trial would need to be identified as part of the budget review process in order for the trial to proceed. As fewer than five months remain in the current financial year, it is estimated the funding required to commence the trial (without a private partner) in 2011-2012 would be no more than \$55,000. Funding would, however, need to be identified in the development of the 2012-2013 budget to support the balance of the trial period if the trial was to proceed without a private partner.

CORPORATE PLAN

Corporate Plan Theme: *Social Cohesion*

Emerging Priority: 5.1 Equity and opportunities for all
Strategy: 5.1.5 Provide equitable access to council's facilities, services and access ways

Corporate Plan Theme: *Accessibility and Connectedness*

Emerging Priority: 6.3 Affordable access to contemporary communication services
Strategy: 6.3.1 Facilitate access to affordable, high speed communication networks for all residents and businesses

Corporate Plan Theme: *Accessibility and Connectedness*

Emerging Priority: 6.4 A community that recognises the importance of universal access and equity
Strategy: 6.4.1 Continue to develop public areas that are easily accessible to people of all ages and abilities

CONSULTATION

Internal Consultation

- Councillor L Brennan
- Councillor V Griffin
- Chief Information Officer, Finance and Business department
- Senior Development Officer (Creative), Community Services department
- Manager, Library and Gallery Services, Community Services department

All parties consulted within council support the conduct of the trial, subject to the identification of the necessary resources.

External Consultation

- Chief Executive Officer, Sunshine Coast Destination Ltd
- Chairperson, Sunshine Coast Chambers of Commerce Alliance

Sunshine Coast Destination Ltd supports the conduct of the trial as an additional feature to build the value proposition of the region as a tourism destination. The Chairperson of the Sunshine Coast Chambers of Commerce Alliance has advised that businesses value the benefits of mobile connectivity and that 3G and 4G smart phones and computers are core to working any time, anywhere. That said, the Chairperson of the Chambers Alliance noted that the provision of a free Wi-Fi service would not offer business anything more than another way of accessing the internet.

Community Engagement

A community engagement plan will be developed if the trial proceeds.

PROPOSAL

Provision of free Wi-Fi internet services

Increasingly, local governments across Australia and internationally are implementing (or facilitating) free Wi-Fi connectivity (or trials of free Wi-Fi) in locations accessible by the general public.

For example, internationally, a free Wi-Fi service is available in a wide range of non-capital city locations in countries including Luxor, Egypt; Bataan, Philippines; Penang, Malaysia; Bologna, Italy; Bristol, United Kingdom; Bilbao, Spain; Norwich, England; Tallinn, Estonia; Venice, Italy; and New Zealand.

In Australia, a free public Wi-Fi service is provided in a diverse range of locations, including Sydney Harbour Foreshore; Pittwater's Newport Beach; Lane Cove Village, Sydney; Sydney City Ferries; Federation Square, Melbourne; Queen Victoria Markets, Melbourne; and Docklands.

While such services can compete with service offers provided by other local businesses (eg internet cafés, and retail and fast food outlets), the provision of Wi-Fi internet accessibility by local government or a public instrumentality (at no cost to the end user) is generally regarded as an alternative service offer, affording choice to residents and visitors alike.

Public accessibility to a free Wi-Fi internet service is also becoming a component of government sponsored digital inclusion policies – in recognition that it can enhance the connectedness of residents to social media, digital resources and essential community information.

During the past two years, a number of local governments and other public entities (eg public transport services such as Sydney City Ferries and Queensland Rail) across Australia have implemented free Wi-Fi programs in either trial format or as an ongoing element of the suite of community services provided to residents.

Brisbane City Council (BCC) commenced a trial in November 2010 of free public access to Wi-Fi internet services within the surrounds of the City Botanic Gardens and New Farm Park. As part of the BCC 2011-2012 budget, that council committed a further \$2 million to extend the service to 20 other public parks and locations in the city of Brisbane, with these being:

- Rocks Riverside Park
- Orleigh Park, West End
- Post Office Square
- Mt Coot-tha Botanical Gardens
- The Lake Parklands, Forest Lake
- Carindale Recreation Reserve
- Booker Place Park, Bellbowrie
- 7th Brigade Park, Chermside
- Einbunpin Lagoon, Sandgate
- Guyatt Park, St Lucia
- Calamvale District Park
- Gregory Park, Milton
- King George Square
- Oriel Park, Hamilton
- D M Henderson Park, Macgregor
- Kalinga Park, Woolloowin
- Glindemann Park, Holland Park
- Teralba Park, Everton Park
- Hidden World Park, Fitzgibbon
- Jacob's Ladder, Spring Hill

On the Sunshine Coast, council already provides free Wi-Fi connectivity at nine library sites. Further, the Sunshine Coast Airport provides free Wi-Fi in the departure lounge to facilitate better business services for travellers. In addition, there are many businesses across the region offering free access to Wi-Fi internet services as part of a broader service offer (see **Attachment 1** for a list of businesses on the Sunshine Coast identified on a number of public websites as offering access to free WiFi).

Rationale for establishing a free Wi-Fi Internet service trial

There can be a range of motivators for offering a free public access Wi-Fi internet service – from providing a response to poor supply as a result of lack of competitive broadband penetration through to providing an additional attractant for visitors to improve duration and spending ratios.

In Australia, widespread availability in most urban areas of 3G (and now 4G) networks in most capital city locations, speeds and competitive pricing mean that the need for free Wi-Fi is not as high as locations where these services are not available. On the Sunshine Coast, all urban areas have three active carriers delivering mobile phone and broadband services with a very high standard of coverage. Telstra has recently switched on its 4G network and, currently, has a larger footprint here than any other regional centre in Australia. Optus and Vodafone both offer strong coverage in 3G. Council has successfully facilitated additional infrastructure in recent years and is working with these carriers around a number of new sites to further reduce the presence of mobile broadband black spots.

All three Australian national carriers encourage the implementation of Wi-Fi services (paid or free), primarily because these services reduce the pressure on their own 3G and 4G networks.

Wi-Fi does not provide a business-grade technology solution. While there is no compelling evidence that (of itself) the provision of free Wi-Fi internet services in public places stimulates economic development, the availability of this service can provide a point of differentiation when consumers consider potential holiday and/or recreational destinations.

Given the significance of the tourism industry to the Sunshine Coast and the interdependencies of other sectors with the tourism industry, opportunities that could continue to enhance the value proposition of the region as a tourism destination should be explored.

At present – given the absence of reliable evidence and a supportive business case – a large-scale regional deployment of free Wi-Fi internet connectivity cannot be justified as an appropriate use of public funds.

That said, the commissioning of a limited trial of free Wi-Fi connectivity in defined public places which experience high public patronage would provide a “real time” and localised basis from which to:

- evaluate the costs and benefits of such a service to residents and validate assumptions in relation to the value of the service to the tourism industry; and
- inform any future decisions on a broader, region wide deployment of a free Wi-Fi internet service in public locations.

With this in mind – and taking into account advice from Sunshine Coast Destination Limited on high visitation locations in the region – it is proposed the trial sites would be located at:

- Mooloolaba Esplanade;
- Gympie Terrace, Noosaville;
- Kings Beach, Caloundra; and
- Montville township.

It may be possible to reduce the cost to council of the trial by partnering with a private Wi-Fi provider as part of a commercial arrangement that affords the sale of advertising and the associated revenue stream to the provider, in return for the provision of the free Wi-Fi service. Informal discussions with a number of Wi-Fi providers in the marketplace has identified that a council “partnership” may be a way to offer a free Wi-Fi service in public places. The two business models these Wi-Fi providers may seek are either linked to advertising their wider product offerings or some form of partner paid solution whereby the financial commitment of council supports the social objectives of council rather than the commercial objectives of the private partner.

It is therefore proposed that a procurement process be conducted to seek a potential private sector Wi-Fi partner to deliver the trial. If this option is pursued, the actual cost implications for council will not be fully known until the conclusion of the procurement process.

Legal

To minimise legal risks to council from public access to a council supported, free Wi-Fi internet service, the existing acceptance terms and conditions that apply to the council Wi-Fi service in libraries would be established for users in trial site locations. The “Terms and Conditions” associated with the recent Brisbane City Council trial would also be considered.

Policy

The conduct of a trial of a free Wi-Fi internet service is not inconsistent with the Accessibility and Connectedness theme of council’s Corporate Plan 2009-2014. The conduct of any procurement process and the negotiation of service provider contracts would occur within the context of existing council-endorsed policies.

Risk

There are some risks that could arise in association with the trial of a free Wi-Fi internet service in public places. They include:

- Public perception that funding this service is not a council priority and there might be higher priority services that warrant funding. This risk can be minimised through the procurement of a private Wi-Fi partner to bear the majority of the service cost. Further, any support that is afforded by council should be viewed as part of its broader commitment to supporting the region’s tourism industry and enhancing the internet connectivity of the resident population – which are valid public policy considerations in a digital age.
- Once established at a “trial site” it may be difficult to unwind this arrangement, if it is not viable, without generating negative feedback from that community. The conduct of a trial may also raise expectations that free Wi-Fi should be more readily available across the region and/or “triallyed” in other locations beyond those currently identified. Clear and regular communication on the limitations on the trial will be essential to manage this risk.
- Availability of commercial alternatives – local businesses offering free Wi-Fi as a value-add to their own services will likely raise concerns with council operating a service that competes with that available through a number of private businesses. Any council-supported service would, however, be providing choice to the consumer and delivered without other service enhancements (that is, the council-supported service would not be coupled with other goods and services such as coffee – hence it still enables local businesses to provide a differentiated product).

- Information security is occasionally raised as an issue for users of free Wi-Fi internet services. As with the current council library free WiFi services, virus software and other filters will be utilised to minimise this risk.
- Wi-Fi, like all radio based communications technologies, produces watts of energy in order to transmit a signal. Electro magnetic radiation (EME) is the formal term for energy used in the signal transmission. In other locations, there have been instances of communities raising concerns about the increasing proliferation of EME devices and potential links to certain types of cancer. As part of this trial, EMEs will be produced although the Wi-Fi outputs are at the lower end of the scale for all radio-based technologies and well below the safe levels recommended by the World Health Organisation and administered in Australia by the ARPANZA. All equipment deployed in Australia must be licensed to operate within safe limits.

Previous Council Resolution

There are no previous council resolutions that relate to this report.

Related Documentation

There is no related documentation for this report.

Critical Dates

There are no critical dates relevant to this report.

Implementation

The implementation of this project will be undertaken by Finance and Business in conjunction with Community Services.

The implementation plan would entail:

- Stage 1: Procurement process.
- Stage 2: Location for physical infrastructure at the trial sites would be determined.
- Stage 3: Commencement of the trial and implementation of marketing program.
- Stage 4: Evaluation after one year and report to council.

4.1.3 PROPOSED AMENDMENT SUBORDINATE LOCAL LAW NO. 1 (PARKING) 2012**File No:** ECM 14 February 2012**Author:** Manager Corporate Governance
Finance and Business**Attachment:** [Att 1 - Amendment Subordinate Local Law No 1 \(Parking\) 2012](#)
(PSC Att Pg 5)

PURPOSE

This report proposes that council resolve to make *Amendment Subordinate Local Law No. 1 (Parking) 2012* as attached to this report.

EXECUTIVE SUMMARY

On 7 December 2011, council adopted its new regional suite of local laws and subordinate local laws. The new local laws took effect from 1 January 2012.

During the implementation of the new local laws, there has been community feedback relating to minor traffic offences identified in *Schedule 4 (Infringement notice penalties amounts for certain minor traffic offences)* of *Subordinate Local Law No. 5 (Parking) 2011*. The feedback relates to the infringement notice penalty amount for the offence of parking longer than the prescribed time limits.

Accordingly *Amendment Subordinate Local Law No. 1 (Parking) 2012* has been drafted to address the issues that have been raised.

The intention of the proposed amendment subordinate local law is to separate s. 205 offences from the Part 12 offence grouping and provide a lower infringement notice penalty for these offences (that is, $\frac{3}{4}$ penalty unity - \$75). This will apply across the Sunshine Coast area with the exception of offences relating to metered parking areas which attract a penalty of \$50.

The making of *Amendment Subordinate Local Law No. 1 (Parking) 2012* requires:

- a resolution of council;
- notification in the Government Gazette;
- a public notice in a newspaper circulating generally in the area; and
- the document is placed on council's website.

A copy of the amendment subordinate local law, along with a copy of the consolidated *Subordinate Local Law No. 5 (Parking) 2011*, will be forwarded to the Minister for Local Government to finalise the process.

There are no legislative requirements to undertake State interest checks or public interest tests in making the proposed amendment subordinate local law. Similarly, there are no mandatory requirements for council to undertake public consultation when making subordinate local laws. The guidelines for making local laws state that this is a matter for council to determine as it deems appropriate. Council may at its discretion determine the amount of (if any) public consultation it undertakes before adopting the amendment subordinate local law by resolution.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled “Proposed Amendment Subordinate Local Law No. 1 (Parking) 2012”;
- (b) resolve to propose to make *Amendment Subordinate Local Law No. 1 (Parking) 2012*;
- (c) resolve, in relation to *Amendment Subordinate Local Law No. 1 (Parking) 2012*, to adjust its process for making local laws resolved on 1 June 2010 pursuant to section 29(1) of the *Local Government Act 2009*, by excluding community consultation for the following reasons:
 - (i) the amendments reduce the penalty infringement notice amount for certain parking offences and therefore do not negatively impact on residents of the Sunshine Coast Regional Council area;
- (d) resolve that proposed *Amendment Subordinate Local Law No. 1 (Parking) 2012* has been reviewed in accordance with section 38 of the *Local Government Act 2009* and that, taking into consideration the circumstances of the Sunshine Coast Regional Council area, the law does not contain any possible anti-competitive provisions. The subordinate local law relates to the regulation of parking and does not relate to a commercial activity; and
- (e) accordingly resolve to make *Amendment Subordinate Local Law No. 1 (Parking) 2012*.

FINANCE AND RESOURCING

The cost of drafting *Amendment Subordinate Local Law No. 1 (Parking) 2012* has been funded through existing budget allocations.

Should Council resolve to reduce the penalty infringement notice amount for certain parking offences, there will be a minimal variance to budget.

CORPORATE PLAN

Corporate Plan Theme: *Health & Wellbeing*

Emerging Priority: 4.1 Safe and healthy communities
Strategy: 4.1.2 Provide community safety and regulatory programs that ensure the well-being of residents and visitors

Corporate Plan Theme: *Great Governance*

Emerging Priority: 8.1 Ethical, accountable and transparent decision-making
Strategy: 8.1.2 Ensure legislative compliance and awareness

Corporate Plan Theme: *Great Governance*

Emerging Priority: 8.1 Ethical, accountable and transparent decision-making
Strategy: 8.1.3 Councillors and employees are aware of the importance of ethical behaviour, compliance with codes of conduct and providing complete information and advice

CONSULTATION

Internal Consultation

In the preparation of this report discussions were held with:

- Councillor T Dwyer (Division 2)
- Executive Director Finance and Business
- Executive Director Community Services
- Manager Community Response.

External Consultation

Barrister Dr Limerick was engaged to draft *Amendment Subordinate Local Law No. 1 (Parking) 2012*.

Community Engagement

The making of a subordinate Local Law requires only:

- a resolution of council;
- notification in the Government Gazette;
- the community be advised by placing a public notice in a newspaper circulating generally in the area; and
- the document is placed on council's website.

The process for making a local law is a matter for council to determine and there are no mandatory public consultation periods required when making subordinate local laws. Council may at its discretion determine the amount of (if any) public consultation it undertakes before adopting the amended Subordinate Local Law by resolution.

PROPOSAL

Council's new suite of local laws and subordinate local laws came into effect on 1 January 2012, and has generally been well received in the community. Following implementation, there has been community feedback in relation to Schedule 4 of *Subordinate Local Law No. 5 (Parking) 2011*.

Schedule 4 details the penalty amounts for infringement notices that may be issued for minor traffic offences as provided by the *Transport Operations (Road Use Management) Act 1995* and the *Transport Operations (Road Use Management – Road Rules) Regulation*.

The feedback relates to the infringement penalty amount for parking longer than indicated.

In the new parking local law, these offences are included in Schedule 4 of *Subordinate Local Law No. 5 (Parking) 2011*, but are incorporated with all other offences under Part 12 of the *Transport Operations (Road Use Management – Road Rules) Regulation 2009* which attract a higher penalty infringement amount.

The intention of the proposed amendment subordinate local law is to separate s. 205 offences from the Part 12 offence grouping and provide a lower infringement notice penalty for these offences (that is, $\frac{3}{4}$ penalty unity - \$75). This will apply across the Sunshine Coast area with the exception of offences relating to metered parking areas which attract a penalty of \$50.

The table below details the infringement notice penalty amounts for minor traffic offences as currently detailed in Schedule 4 of *Subordinate Local Law No. 5 (Parking) 2011*.

Table 1 – Schedule 4, *Subordinate Local Law No.5 (Parking) 2011*

Column 1 Minor traffic offence	Column 2 Infringement notice penalty
*Paid parking offences provided for in section 106 (Paid parking offences) of the <i>Transport Operations (Road Use Management) Act 1995</i> .	½ penalty unit (\$50)
The offence provided for in section 203 (Stopping in a parking area for people with disabilities) of the <i>Transport Operations (Road Use Management – Road Rules) Regulation 2009</i>	2 penalty units (\$200)
Other parking offences provided for in Part 12 (Restrictions on stopping and parking) of the <i>Transport Operations (Road Use Management – Road Rules) Regulation 2009</i> . <i>Example</i> (a) a driver must not stop on a length of road or in an area to which a no stopping sign applies; or (b) A driver must not stop at the side of a road marked with a continuous yellow edge line	1 penalty unit (\$100)
All other offences which relate to the parking or stopping of a vehicle as provided for in section 74 (Contravention of official traffic sign an offence) of the <i>Transport Operations (Road Use Management) Act 1995</i> . <i>Example</i> If a person parks in contravention of a parking restriction and does not have a valid parking permit issued under the local law or is not complying with the conditions of the permit, the offence they are committing is the breach of the parking restriction under the TORUM Act. The relevant offence is contained in section 74 of the TORUM Act	½ penalty unit (\$50)

*Paid parking offences which are provided for under Section 106 of the *Transport Operations (Road Use Management) Act 1995*, relate only to the Caloundra Central Business District (CBD).

The increase in the timed parking offences (s. 205) has been highlighted both in the media and through council's Customer Service Centres. This situation occurred as a result of council utilising the State Government model local law templates as the basis for the development of the new suite of local laws. Schedule 4 of *Subordinate Local Law No. 5 (Parking) 2011* is based on the model template which incorporates and lists all Part 12 offences as one line item.

The table below provides a comparison of the local law minor traffic offences contained within the previous local laws.

Table 2 – Comparison of local law minor traffic offences (pre new local laws)

Section/Part	Caloundra	Maroochy	Noosa	SCC (current)
s. 106	\$30	\$30	N/A	\$50 .5 penalty unit
s. 203	\$100	\$100	\$160	\$200 2 penalty units
Part 12	\$75	\$60 avg	\$40-\$80	\$100 1 penalty unit
s. 74	\$30	\$30	N/A	\$50 .5 penalty unit
Proposed addition:				
s. 205	\$75	\$30	\$40	\$100 1 penalty unit <hr/> \$75 (proposed) ¾ penalty unit

Table 3 below details the proposed infringement notice penalty amounts in amending *Local Law No. 1 (Subordinate Local Law No. 5 (Parking) 2011)* Schedule 4.

Table 3 – Proposal for new Schedule 4 of *Subordinate Local Law No. 5 (Parking) 2011*.

Column 1 Minor traffic offence	Column 2 Infringement notice penalty (current)	Column 3 Infringement notice penalty (proposed)
*Paid parking offences provided for in section 106 (Paid parking offences) of the <i>Transport Operations (Road Use Management) Act 1995</i> .	½ penalty unit (\$50)	½ penalty unit (\$50)
The offence provided for in section 203 (Stopping in a parking area for people with disabilities) of the <i>Transport Operations (Road Use Management – Road Rules) Regulation 2009</i>	2 penalty units (\$200)	2 penalty units (\$200)
Other parking offences provided for in Part 12 (Restrictions on stopping and parking) of the <i>Transport Operations (Road Use Management – Road Rules) Regulation 2009</i> . Excluding: Section 205 Parking for longer than the period indicated on a permissive parking sign and 205A Parking outside times indicated.	1 penalty unit (\$100)	1 penalty unit (\$100)
Parking for longer than the period indicated on a permissive parking sign in accordance with section 205 (parking for longer than indicated) of the <i>Transport Operations (Road Use Management – Road Rules) Regulation 2009</i>	1 penalty unit (\$100)	¾ penalty unit (\$75)

Column 1 Minor traffic offence	Column 2 Infringement notice penalty (current)	Column 3 Infringement notice penalty (proposed)
All other offences which relate to the parking or stopping of a vehicle as provided for in section 74 (Contravention of official traffic sign an offence) of the <i>Transport Operations (Road Use Management) Act 1995</i> .	½ penalty unit (\$50)	½ penalty unit (\$50)

The infringement notice penalty amounts for Sunshine Coast minor traffic offences have been based on the advice of senior officers within the Community Services department, taking into consideration benchmarking across local governments including the former Sunshine Coast councils, knowledge of traffic issues across the region, and industry best practice.

Legal

The proposal has been considered in accordance with the following legislation:

- *Local Government Act 2009*
- *Local Government (Operations) Regulation 2010*
- *State Penalties Enforcement Act 1999*
- *State Penalties Enforcement Regulation 2000*
- *Sunshine Coast Council Local Law No. 5 (Parking)*
- *Sunshine Coast Council Subordinate Local Law No. 5 (Parking)*.
- *Transport Operations (Road Use Management) Act 1995*
- *Transport Operations (Road Use Management-Road Rules) Regulation 2009* – in particular ss. 205 and 205A of Part 12

205 Parking for longer than indicated

- (1) A driver must not park continuously on a length of road, or in an area, to which a permissive parking sign applies for longer than—
 - (a) the period indicated by information on or with the sign; or
 - (b) if section 206 applies to the driver—the period permitted under that section.
 Maximum penalty—20 penalty units.
- (1A) If a permissive parking sign does not indicate a period and does not indicate that it applies at particular times, or at particular times on particular days, a driver may, at any time, park continuously on a length of road, or in an area, to which the sign applies, unless—
 - (a) another parking control sign applies to the length of road or area; and
 - (b) the driver is prohibited from parking on the length of road, or in the area, under this regulation.
- (2) For subsection (1), a driver parks continuously on a length of road, or in an area, to which a permissive parking sign applies from the time when the driver parks on the length of road or in the area until the driver or another driver moves the vehicle off the length of road or out of the area.

205A Parking outside times indicated

If a permissive parking sign indicates that it applies at particular times, or at particular times on particular days, a driver may park on the length of road, or in an area, to which the sign applies at a time, or at a time on a day, when the sign does not apply, unless—

- (a) another parking control sign applies to the length of road or area; and
- (b) the driver is prohibited from parking on the length of road, or in the area, at that time, or at that time on that day, under this regulation.

Policy

There are no policy implications in adopting the recommendation.

Risk

There is a risk of ongoing community concern if this issue is not addressed or considered by council.

Previous Council Resolution

Ordinary Meeting 7 December 2011 - Council Resolution (**OM11/294**)
Adoption of SCRC Local Laws and Subordinate Local Laws.

Related Documentation

- Sunshine Coast Regional Council Local Laws and Subordinate Local Laws 2011.
- State Government Guidelines for Making Local Laws and Subordinate Local Laws.
- *Local Government Act 2009*.

Critical Dates

There are no critical dates in adopting *Amendment Subordinate Local Law No. 1 (Parking) 2012*.

Implementation

Following consideration of this report, actions relevant to the recommendation will be implemented and include:

- notification in the Government Gazette;
- placing an advertisement in a newspaper circulating generally in the area; and
- documents being placed on council's website.

Copies of the amendment subordinate local law and consolidated *Subordinate Local Law No 5 (Parking) 2011* will be forwarded to the Minister for Local Government.

This page has been intentionally left blank

4.1.4 QUARTERLY PROGRESS REPORT - QUARTER 2, 2011-2012

File No:	4.16.4
Author:	Corporate Planning and Reporting Manager Finance and Business
Appendices:	App A - CEO Quarterly Progress Report (PSC Att Pg 9) App B - Operational Plan Activities (PSC Att Pg 50)
Attachment:	Att 1 - Legal Proceedings Report (confidential) (PSC Conf Att Pg 3)

PURPOSE

This report presents the second Quarterly Progress Report for 2011-2012. The report covers the period 1 October to 31 December 2011.

The report has been prepared to keep council and the community informed on progress in achieving the activities, projects and programs set in the Operational Plan 2011-2012 and the implementation of the Corporate Plan 2009-2014.

EXECUTIVE SUMMARY

The Quarterly Progress Report - Quarter 2, 2011-2012 reports progress made with implementing the Operational Plan 2011-2012 and the Corporate Plan 2009-2014. The Operational Plan includes 214 projects and activities focused on forward planning, service delivery, capital works programs and organisational efficiencies.

Executive Directors have outlined in the attached reports that 87% of projects for 2011-2012 are in the planning phase or have commenced, and that 12% of projects have been completed during the first and second quarters. Highlights include the following:

- Delivery of the Festive Season Strategy, involving over 50 activities and events attended by more than 100,000 people across the region, including New Year's Eve at Mooloolaba.
- Completion of a number of key strategies, including the Master Plans for Caloundra Central Park, Coolum Sports Ground, and Beerwah Sports Ground, and the adoption of the Public Art Policy, Access and Inclusion Policy and Plan and the Reconciliation Action Plan.
- Ministerial approval to adopt council's new suite of local laws in November 2011. Accordingly, council resolved on 7 December 2011 to adopt its new suite of local laws which took effect across the region from 1 January 2012.
- The inaugural Cleantech and renewable energy sector investment mission to Melbourne was undertaken as part of promotion of the Sunshine Coast region through the Business Investment Framework. More than 20 companies were engaged and numerous leads are being pursued as a result of the mission.
- \$26.8 million in grant funding from other levels of government was secured in the first half of the 2011-2012 financial year, with \$15.1 million contracted and \$11.7 million approved but waiting contract. A further \$16.7 million of funding applications are under consideration, plus the \$122.0 million funding application for the airport runway project.

- The mobile technology trial for beach accesses was undertaken and completed. Positive results from the trial recorded efficiency to streamlining of processes and timeliness of response.
- The new State Government Waste levy was introduced to landfills across the region. The levy applies to all commercial, industrial and construction waste but does not apply to household waste that is self-hauled or collected on the kerbside. Pre-planning work was undertaken to ensure the introduction went smoothly.
- The revitalised Living Smart Program and web page were relaunched in November 2011, with the free online program experiencing a 100% increase in participant sign-up.
- The draft Sunshine Coast Recreation Trail Plan 2011 was endorsed and placed on public display. The plan outlines the desired trail networks for the Sunshine Coast, building on the existing trails and identifying future trail opportunities.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled “Quarterly Progress Report - Quarter 2, 2011-2012”;
- (b) note the Chief Executive Officer’s Quarterly Progress Report – Quarter 2, 1 October 2011 to 31 December 2011 (Appendix A); and
- (c) note the Operational Plan Activities Report – Quarter Ended December 2011 (Appendix B) reporting on the implementation of the Corporate and Operational Plans.

FINANCE AND RESOURCING

The cost of implementing the Operational Plan 2011-2012 was built into the Annual Budget 2011-2012.

The Quarterly Progress Report includes a summary of financial information on operational services and capital programs.

CORPORATE PLAN

Corporate Plan Theme: *Great Governance*

Emerging Priority: 8.1 Ethical, accountable and transparent decision-making
Strategy: 8.1.1 Develop and implement a governance framework that provides transparent and accountable processes and enhances council’s reputation

Corporate Plan Theme: *Great Governance*

Emerging Priority: 8.2 Effective business management
Strategy: 8.2.4 Consolidate data, information and knowledge to improve council operations

Corporate Plan Theme: *Great Governance*

Emerging Priority: 8.6 An informed and engaged community
Strategy: 8.6.3 Keep the community informed about council's activities through a wide range of communication tools

CONSULTATION

Internal Consultation

Consultation has occurred widely within council to ascertain the status of activities and projects in the operational plan and this information was provided by each organisational department of council.

Council's Chief Legal Officer provided the details for the Legal Proceedings Report.

Finance Branch provided financial information included in the Quarterly Progress Report.

External Consultation

There has been no external consultation in relation to this report however the report (excluding confidential Attachment 1 Legal Proceedings Report) is made available to the community following adoption.

Community Engagement

Community engagement in relation to projects and activities within the Operational Plan 2011-2012 is undertaken where appropriate in accordance with the relevant project plans and the Community Engagement Policy.

PROPOSAL

About the Quarterly Progress Report

The Chief Executive Officer's Quarterly Progress Report – Quarter 2 (Appendix A) consists of the Chief Executive Officer's summary report and Executive Directors' detailed reports.

The purpose of the report is to inform council and the community on progress towards implementing projects and activities set out in the Operational Plan 2011-2012.

Executive Directors have indicated that 87% of projects in the Operational Plan 2011-2012 are in the planning phase or have commenced and 12% of projects have been completed during the last two quarters.

Status of Projects

The Operational Plan Activities Report - Quarter Ended December 2011 (Appendix B) provides details on the status of the 214 projects/activities in the Operational Plan 2011-2012 and 22 projects/activities carried over from 2010-2011 (a combined total of 236 projects/activities).

The report includes the status of each project/activity in the operational plan covering percentage complete, completion date and progress commentary.

Table 1 provides a summary of all projects/activities in the operational plan.

Status	Number
Completed	28
Underway	206
Not Started	2
TOTAL	236

Table 1: Summary of all projects/activities in the operational plan

Significant projects/programs implemented

During the reporting period, many projects and programs commenced and work also continued on implementing existing projects and programs.

Some of the highlights for the quarter include:

- Delivery of the Festive Season Strategy, involving over 50 activities and events attended by more than 100,000 people across the region, including New Year's Eve at Mooloolaba.
- Completion of a number of key strategies, including the Master Plans for Caloundra Central Park, Coolum Sports Ground, and Beerwah Sports Ground, and the adoption of the Public Art Policy, Access and Inclusion Policy and Plan and the Reconciliation Action Plan.
- Ministerial approval to adopt council's new suite of local laws in November 2011. Accordingly, council resolved on 7 December 2011 to adopt its new suite of local laws which took effect across the region from 1 January 2012.
- The inaugural Cleantech and renewable energy sector investment mission to Melbourne was undertaken as part of promotion of the Sunshine Coast region through the Business Investment Framework. More than 20 companies were engaged and numerous leads are being pursued as a result of the mission.
- \$26.8 million in grant funding from other levels of government was secured in the first half of the 2011-2012 financial year, with \$15.1 million contracted and \$11.7 million approved but waiting contract. A further \$16.7 million of funding applications are under consideration, plus the \$122.0 million funding application for the airport runway project.
- The mobile technology trial for beach accesses was undertaken and completed. Positive results from the trial recorded efficiency to streamlining of processes and timeliness of response.
- The new State Government Waste levy was introduced to landfills across the region. The levy applies to all commercial, industrial and construction waste but does not apply to household waste that is self-hauled or collected on the kerbside. Pre-planning work was undertaken to ensure the introduction went smoothly.
- The revitalised Living Smart Program and web page were relaunched in November 2011, with the free online program experiencing a 100% increase in participant sign-up.
- The draft Sunshine Coast Recreation Trail Plan 2011 was endorsed and placed on public display. The plan outlines the desired trail networks for the Sunshine Coast, building on the existing trails and identifying future trail opportunities.

More detail on these highlights and other achievements during the quarter is available in the Executive Directors' reports which form Appendix A to this report.

Legal proceedings report

A confidential Legal Proceedings Report (Attachment 1) has been included to inform Councillors on the status of legal proceedings currently underway or recently completed.

Legal

There is a legislative requirement for council to provide a performance report on its progress in implementing the Corporate and Operational Plans. This report meets the requirements of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, section 122(2).

Policy

There is no policy associated with the presentation of a quarterly progress report however it is a component of the Strategic Corporate Planning and Reporting Framework and a legislative requirement to provide a report on performance against the corporate and operational plans.

Risk

Executive Directors have provided an overview of departmental operations including the outlook for the future and any associated risks.

In accordance with Council's Enterprise Risk Management Framework, the risks and opportunities identified in relation to the quarterly progress report include:

Reputation/public image – The report provides complete information on council's operations and builds a positive reputation for council with the community (medium risk rating).

Legislative – The report meets the legislative requirements of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, section 122(2) (medium risk rating).

Business activity – The report keeps council informed about the progression of the operational plan activities and provides a timely account of council's progress to the community (medium risk rating).

Previous Council Resolution

Council adopted the:

- Operational Plan 2011-2012 at a Special Meeting (Budget) on 6 June 2011
- Quarterly Progress Report - Quarter 1, 2011-2012 at the Ordinary Meeting of 26 October 2011.

Related Documentation

- Corporate Plan 2009-2014 and Operational Plan 2011-2012.
- Further financial information is provided to council through the Financial and Capital Management report.

Critical Dates

Quarterly Progress Reports are usually scheduled to be presented to council within six weeks of the end of the calendar quarter subject to the scheduled meeting cycle.

Implementation

Corporate Governance branch will manage the distribution and publication of the report. Specifically the report will be distributed to council libraries and customer service centres and will be placed on council's website and intranet.

Chief Executive Officer and Executive Directors will provide a verbal summary of key achievements during the quarter at the Ordinary Meeting.

4.2 INFRASTRUCTURE SERVICES

4.2.1 ENVIRONMENTAL FUNCTIONS - OPERATIONAL SERVICE LEVELS

File No: ECM 14 February 2012

Author: Manager Environmental Operations
Infrastructure Services

Appendix: [App A - Environmental Functions Operational Service Levels Review](#) (PSC Att Pg 93)

PURPOSE

This report presents for Council's consideration and endorsement the operational service levels for environmental functions across a broad range of natural and constructed assets and associated services including Community Conservation Partnerships, Pest Management, Natural Areas Management, Waterways Operations, and Coastal and Canals Management.

EXECUTIVE SUMMARY

The environmental functions discussed in this report refer to a range of assets, both man made and natural, and associated services that include waterways, natural bushlands, lakes and river systems, canals, jetties, and beaches, as well as provide services that include pest management, and extensive community partnerships and engagement.

Given the scale and type of assets and services delivered the foundational principles were defined to provide the platform for the development of regionally consistent service levels through a priority rating system to inform the allocation of operational resources based on:

- (a) asset maintenance and service function needs;
- (b) Total Asset Management Plans for fixed assets
- (c) maintenance and enhancement of ecological function;
- (d) community engagement, activation and fostering community pride;
- (e) legislative obligations; and
- (f) monitoring, evaluation and adaptation.

Upon endorsement, the service levels and associated costs will form a base line reference point on which future services and budgets are developed.

OFFICER RECOMMENDATION**That Council:**

- (a) receive and note the report titled “Environmental Functions - Operational Service Levels”;**
- (b) endorse the defined operational service levels for each of the environmental functions (Appendix A); and**
- (c) note a future report will be presented that outlines the current state of assets managed by Environmental Operations as a component of the asset management plan presentations in the forthcoming budget.**

FINANCE AND RESOURCING

The operational budget allocation for the Environmental Operations Branch for 2011/2012 is approximately \$12million (\$11,939,217). This allocation is based on the Council adopted budget, relative to historical services provided.

A detailed budget assessment has been undertaken based on the proposed service levels, and has the highlighted costs associated with unfunded donated assets and services, along with introducing consolidation of service levels, of approximately \$300,000, or 2.5% of the current allocation.

Based on 2011/2012 original budget, this negative budget variance of 2.5% is considered acceptable and is to be expected given the difficulty is forecasting the range of variables to determine operational budgets with complete accuracy.

No additional funds will be requested to cover this negative variance and an ongoing regular budget variance analysis will occur to ensure that this difference is rationalised.

Subsequent financial years are forecast to see increased operational costs as the Branch responds to both internal and external issues that include:

- growth of donated assets;
- growth in participation in community programs;
- continued delivery of equitable service levels;
- unavoidable cost increase associated with service provision through legislative obligations; and
- implementation of elements of endorsed strategies e.g. Biodiversity, Coastal and Waterways, Climate Change, Pest Management, Tracks and Trails, Open Space etc.

This report does not consider Environment Levy funded programs or projects as this is the subject of specific reporting provided by the Regional Strategy and Planning Department through the annual budget process.

CORPORATE PLAN**Corporate Plan Theme:** *Ecological Sustainability*

Emerging Priority: 2.2 Our natural environment preserved for the future
Strategy: 2.2.1 Engage with the community to assist with the protection of our environment through sustainable practices and resource minimisation

Emerging Priority: 2.3 Viable ecosystems that maintain biodiversity values
Strategy: 2.3.2 Protect and enhance our ecological conservation areas

Emerging Priority: 2.4 Healthy waterways and foreshores
Strategy: 2.4.2 Maintain and improve the quality of beaches, waterways, lakes, rivers, canals and wetlands

Corporate Plan Theme: *Managing Growth*

Emerging Priority: 7.5 Council's services and assets meet the needs of our growing community
Strategy: 7.5.1 Determine the types and levels of services provided by council

CONSULTATION**Internal Consultation**

- A number of Councillors were consulted in the preparation of this report;
- Environmental Operations Team Leaders;
- Biodiversity Working Group;
- Integrated Environment Team; and
- Infrastructure Services Senior Management Accountant.

External Consultation

No external consultation was undertaken.

Community Engagement

No community engagement was undertaken.

PROPOSAL

Following the Value and Success service level review the key service levels were identified for each of the generic environmental functions as detailed below.

Please note for some organisational overlapping functions such as pest management an integrated delivery model has been adopted to ensure a holistic approach to these functions.

Natural Area Management

The natural area management program delivers the development and management of Council's 7,600ha natural area open space, three (3) environmental visitor and education centres and a 90km multiuse recreational trail network.

The primary intent of the program is to manage and enhance the environmental and recreational values of the natural areas open space estate and recreational track and trail network under Council's control.

The allocation of resources for reserves management service levels are assessed and determined by several factors, including:

- biodiversity values and risk;
- reserve condition, function and size;
- recreation and educational opportunities; and
- minimum community expectations.

See Section 2 of Appendix A for Natural Area Management Service Level detail.

Community Conservation Partnerships

Community Conservation Partnerships deliver two key service functions:

- The Conservation Partnerships Program – engaging and supporting private landholders in managing and protecting the region's environmental assets on private lands and includes 1050 landholders in the partnership network.
- The Community Nature Conservation Program – engaging and supporting community volunteers in actively protecting and rehabilitating the region's environmental assets on public lands and includes over 1000 volunteers.

The Community Conservation Partnership program enhances ecological assets within both the private and public estate and is service provision. The metrics that characterise the service level are based around officer time and service outcomes with the measures of effectiveness being the area of land actively under protection along with a measure of the community in-kind and financial contribution.

See Section 3 of Appendix A for Community Conservation Partnerships Service Level detail.

Pest Management

Pest management fulfils and delivers Council's statutory responsibility to manage impacts of declared and environmental pest plant and animals on Council owned lands. This includes the road reserve system, environmental reserves and open space network.

Please note pest management functions associated with compliance and regulation of declared pest plant and animal on private lands are delivered by the Community Services Department. Coordination of these services are facilitated at an operational level.

Pest management sits within the two defined programs of Pest Plant and Pest Animal (both declared species and problematic wildlife). Each program contains several sub programs.

The service levels associated with these programs are defined with reference to legislation, species biology and ecology, seasonal and environmental conditions, chemical efficacy and selectivity, environmental and financial impacts and Work Place Health and Safety.

See Section 4 of Appendix A for Pest Management Service Level detail.

Waterway Operations

The Waterway Operations function delivers operational services to assist in the protection, conservation, enhancement ecological health and function of natural waterways and constructed lakes and wetlands

A recurrent service level weighting ranging from Very High, High, Medium and Low has been attributed to each waterway and water body asset or service activity. This service level weighting will guide the effective allocation of limited resources to achieve maximum returns in terms of delivering a waterways management program.

See Section 5 of Appendix A for Waterways Operations Service Level detail.

Coastal and Canals Management

The Coastal and Canals Management functions include the development and delivery of hard and soft engineering solutions for coastal protection, beach access maintenance, management of artificial canals and lakes including associated infrastructure such as council owned revetment walls, scour protection, canal profiles and lochs and weirs as well as bank stabilisation of natural and constructed waterways.

Due to the transfer of the Coastal and Canals Management program from Parks and Gardens Branch at the start of the 2011/2012 financial year, the service levels are evolving and being established around asset condition data and asset risk. The Branch is developing an asset program to address these shortfalls as part of the overall coastal asset management program.

See Section 6 of Appendix A for Coastal and Canals Management Service Level detail.

Effective Service Delivery

Following the review and assessment of service delivery trends a series of service structure changes were initiated. These internal structural changes coupled with the development of a Natural Resource Management Panel of Pre-qualified Suppliers has provided the opportunity to respond to growth in the medium term without the traditional response of a proportional increasing of staff establishment levels, while creating budget efficiencies.

Additional Steps

There are a number of additional supporting actions that support service delivery. They are:

Corporate Integration

- remove barriers to organisational integration by remaining engaged with Integrated Teams and working groups that bridge the gap between policy and operations

Culture

Continue to foster a culture that focuses on:

- active customer and stakeholder engagement
- adaptive and professional service delivery
- continuous improvement
- utilisation of Performance Planning and Review processes to measure performance
- valuing staff through recognition of achievements and development of skills and experience

Business Systems and Processes

- improved use of asset data systems such as Maximo along with improved asset data collection and validation processes
- explore mobile office technology and improved GIS tools for field based data capture

Customer Satisfaction

- remain committed to monitoring customer satisfaction through the delivery of events such as the annual Conservation Forum and the IS Departmental CRM reporting

Best Practice and Benchmarking

- through industry networks continue to remain current with best practice environmental management
- benchmark against other organisations and aim to be a recognised Industry benchmark for the development and delivery of effective environmental management practices

Overall Impacts of Service Levels

Introduction of service level standards is accommodated within the current budget allocations, but will create a benchmark position for future budget submissions as the Sunshine Coast experience growth in assets and service demands.

Importantly the introduction of the new service levels will not see any reductions in service levels or standards across the region, but will assist Council, the community and staff by having a single language and way of classifying our services for all types of assets.

The opportunity exists for an internal review of environmental services provision within Council to ensure organisational efficiencies and will be progressed through the Value and Success review program.

Legal

The legal implications associated with Environmental Operations service levels are related to the demonstrated capacity of the organisation in taking all reasonable steps in discharging organisational responsibilities as a land manager under the following range of legislation.

- *Land Protection (Pest and Stock Route Mgt) Act 2002* and associated regulations as it relates to the management of declared pest plant and animal species on lands under Council control.
- *Fire and Rescue Services Act 1990* and regulations as it relates to fire hazard reduction programs.
- *Nature Conservation Act 1992* and regulations as it relates to mitigating environmental harm on protected species e.g. green and loggerhead turtles.
- *Land Titles Act 1994* as it relates to conservation covenant agreements with private landholders.
- *Work Place Health and Safety Act 1995* as it relates to Council's duty of care to provide a safe workplace for staff and volunteers.
- *Sustainable Planning Act 2009 (and previous IPA legislation)* as it relates to contributed natural assets as provided through the development process.
- *Environment Protection and Biodiversity Act 1999* as it relates to listed protected matters managed by Council.
- *Vegetation Management Act 1999* as it relates to listed protected vegetation managed by Council.
- *Coastal Management Act 1995* as it relates to the direction and guidance about the management of coastal land managed by Council.
- South East Queensland Regional Plan 2009 – 2031 as it relates to delivery of applicable actions which highlighted through the desired regional outcomes, principles, policies and programs (e.g. natural environment, sustainability and climate change).
- South East Queensland Natural Resource Management Plan 2009 – 2031 as it relates to the delivery of the measurable condition assessment targets.

Policy

The relevant organisational policies include:

- Open Space Strategy 2011 – 2021
- Biodiversity Strategy 2010 – 2020
- Waterways and Coastal Management Strategy 2011 – 2021

Risk

The risks associated with the short falls in Environmental Operations service levels can be classified in terms of direct legislative, direct financial and indirect financial and vary in terms of corporate risk based on the relationship between likelihood and consequence, for example:

Direct Legislative:

- a) legislative risks in not fulfilling Council's environmental due diligence obligations – a high risk based on *likely likelihood* and *moderate consequence*;

Indirect Financial:

- b) a reduction in community perception and goodwill and as a consequence a reduction in the \$6,600,000 of financial and in-kind community contribution in preserving and enhancing the natural environment of the sunshine coast – a moderate risk based on *possible likelihood* and *minor consequence*;

Direct Economic:

- c) a continued depreciation of the environmental values of the Sunshine coast will have a flow on impact on the local economy e.g. surf life saving events, ecotourism operators, B&B's in the rural landscape etc – a moderate risk based on *possible likelihood* and *minor consequence*; and
- d) cost prohibition in reactive maintenance commitments at a future stage associated with degraded assets and exponential distribution of environmental impacts e.g. Madeira Vine choking rainforest corridors – a high risk based on *likely likelihood* and *moderate consequence*.

Treatment for the above risks include:

- maintaining current operational funding levels;
- seek external grant funding opportunities;
- continue to support community participation;
- continue to actively support the effective conditioning of contributed assets; and
- continue to actively support development of organisational policy.

Previous Council Resolution

There are no relevant previous council resolutions.

Related Documentation

- Total Asset Management Plan
- Strategies and Plans as previously noted

Critical Dates

There are no critical dates that relate to this report.

Implementation

Upon endorsement of the service level recommendations the Environmental Operations Branch will continue to regionally apply and monitor the service levels defined for the respective environmental functions defined in this report. All future growth in donated assets and services will be analysed, prioritised and costed as per endorsed service levels and presented to Council for its consideration during future budget deliberations.

A further report regarding environmental functions will be undertaken as a component of the asset management plan presentations in the forthcoming budget, this will include the identification of opportunities for efficiencies through service integration.

4.3 COMMUNITY SERVICES

4.3.1 BALLINGER PARK SPORTS COMPLEX MASTER PLAN

File No: ECM 14 February 2012

Author: Community Sport and Facility Planning Manager
Community Sports and Facility Planning Unit - Senior Project
Officer,
Community Services

Appendix: [App A - Ballinger Sports Complex Masterplan Final](#) (PSC Att Pg 137)

PURPOSE

To seek council's approval to adopt the Ballinger Park Sports Complex Master Plan and note the future stages for the development of the site as outlined in this report.

EXECUTIVE SUMMARY

The previous endorsed Master Plan developed for Ballinger Park Sports Complex was completed April, 1998. Since this time, a number of changes have necessitated the review and development of a new Master Plan. These changes include:

- The recently adopted Sunshine Coast Open Space Strategy 2011 and Sunshine Coast Sport and Active Recreation Plan 2011-2026; and
- Increased sporting membership and pressure on sport and recreation facilities due to population growth within the catchment area.

The proposed Ballinger Park Sports Complex Master Plan provides clear direction for the long term development of the facility.

The process in developing this Master Plan has been sensitive to ensuring alignment with other key council strategies, community needs, population projections, statutory policies, regulations and data based on council's most recent flood modelling scenarios for this location. Of note are recommendations contained within the recently adopted Sunshine Coast Open Space Strategy 2011 and Sunshine Coast Sport and Active Recreation Plan 2011-2026 which committed to liaise with stakeholder clubs and prepare a Master Plan for Ballinger Park Sports Complex.

OFFICER RECOMMENDATION**That Council:**

- (a) receive and note the report titled “Ballinger Park Sports Complex Master Plan”;**
- (b) adopt the Ballinger Park Sports Complex Master Plan (Appendix A) and implement future stages of development for the Ballinger Park Sports Complex in accordance with the revised master plan, subsequent development priorities as outlined within this report, successful application of external funding and councils annual budget process including ten year capital works program; and**
- (c) present the Ballinger Park Sports Complex Master Plan and prioritised staged implementation to the relevant sporting and recreation user groups and wider community.**

FINANCE AND RESOURCING

Project funding has been allocated for the development of the Master Plan. Further allocations towards implementation will be made through council's ten year capital works plan, operations and maintenance funding. User groups may also allocate funding and/or contribute through grant applications. Council will also be seeking external funding to assist with implementation.

Council's capital works program includes:

- \$80,000 in 2011/2012 (approved carryover and funds from reserves) – Master planning and commencing detailed design for field and infrastructure construction;
- \$375,000 in 2013/2014 (indicative budget pending council approval) – Commence embellishments namely signage, sewerage connection, accessibility, drainage for existing sporting fields and associated infrastructure;
- \$435,000 in 2014/2015 (indicative budget pending council approval) – Continue to embellish sporting fields and associated infrastructure as per master plan recommendations; and
- \$600,000 in 2015/2016 (indicative budget pending council approval) - Continue to embellish sporting fields and associated infrastructure as per master plan recommendations.

Note: Additional works and funding will be required to complete all the master plan objectives.

The master plan for the Ballinger Sports Complex will provide council with a sound base to lobby Federal/State Government and private development for implementation funding assistance and contributions. It will also provide council with a strategic direction to implement the development in a clear and focused way.

CORPORATE PLAN**Corporate Plan Theme:** *Robust Economy***Emerging Priority:** 1.1 A broad economic base**Strategy:** 1.1.3 Facilitate the development of the region's knowledge-based economy in particular the creative, health, environmental, leisure and sporting sectors**Corporate Plan Theme:** *Health & Wellbeing***Emerging Priority:** 4.2 Active lifestyles**Strategies:** 4.2.2 Encourage healthy and balanced lifestyles

4.2.3 Promote physical activity and recreation

4.2.4 Support community-based sport and recreation organisations and programs

Corporate Plan Theme: *Social Cohesion***Emerging Priority:** 5.3 A sense of identity and belonging**Strategy:** 5.3.1 Support community programs and infrastructure that encourage interaction, contribute to place making and a sense of community**CONSULTATION****Internal Consultation**

- Councillor C Dickson (Division 6)
- Community Facilities Branch
- Parks and Gardens Branch
- Buildings & Facilities Services Branch
- Transport and Engineering Services Branch
- Business and Major Projects Services Branch
- Infrastructure Policy Branch
- Property and Business Branch
- Strategic Planning Branch
- Social Policy Branch
- Community Development Branch

External Consultation

- Buderim Wanderers Football Club
- Sunshine Coast Hockey Club
- Buderim Pony Club
- Buderim Cricket Club
- Sunshine Coast Archery Club
- Square Dance Club

- Sunshine Coast Dog Obedience
- Buderim Tennis Club
- Matthew Flinders Anglican College
- Alcooringa Youth & Community Centre
- All Seasons Ballroom Sports Club
- Sunshine Coast Bow Hunters
- Buderim Billiards & Snooker Club
- Surrounding residents
- Local community members
- Department of Communities, Sport and Recreation Services
- State Member for Buderim
- Hockey Queensland
- Sunshine Coast Table Tennis

Community Engagement

In addition to the external consultation listed above, a community consultation session, sports user's group forum, 'meet in the complex' session and individual stakeholder meetings were also conducted. At these meetings, a range of issues, ideas and options were discussed. A summary of priorities were outlined:

- improve playing capacity for sports;
- improve traffic flow and car parking provision;
- provide connectivity throughout site; and
- retain the characteristics of the landscape.

A community survey was also made available on council's website and advertised through local media. Key responses from these surveys indicated that:

- increased playable space was requested for recreational activities; and
- existing car parking opportunities were not perceived as sufficient for the multitude of user groups and functions on site.

Following council endorsement of the Ballinger Sports Complex Draft Master Plan, the community had an opportunity to review and provide feedback.

The public review and feedback stage was available for a 28 day period and included a number of consultation methods including:

- media release;
- Council's webpage;
- feedback forms (available on website or in hard copy);
- local Councillor's column; and
- a 'Meet in the Complex' session.

A number of responses were received by council during the public feedback period. Eighteen (18) attendees were present at the 'meet in the complex' session held at Ballinger Park Sports Complex on Saturday 17 December 2011 (9-11am). Key themes highlighted from attendees included:

- Sunshine Coast Dog Obedience Club future at Ballinger Park Sports Complex;
- clarification to positioning of second proposed synthetic hockey field; and
- the need for adequate drainage across the site to improve recovery times after flooding.

Five (5) feedback forms were received by council during the 28 day public review period. Feedback forms were collated and reviewed by council staff to inform the final Ballinger Sports Complex Master Plan (see Appendix B).

A summary of key points included:

- the introduction of recreational elements including local park and trails to be considered as important assets for the site;
- recognition of council blending sport and public recreational opportunities to the site;
- ensuring site can cater for diversity of future emerging sports;
- site should cater for non-competitive sports (Frisbee, walking, nature trails, etc); and
- no net loss of land for sporting clubs.

In response to 'meet in the complex' themes, key points from feedback forms and internal staff feedback, council sport and recreation officers made minor amendments to the draft master plan, these are as follows:

- additional loop recreation trail incorporating existing boardwalk pathway;
 - inclusion of wording '*Status Quo to remain*' in regards to Sunshine Coast Dog Obedience tenure ship until 2014;
 - removal of wording on map '*Adjusted boundary of Dog Obedience area*';
 - inclusion of wording within report to reflect centralised waste collection area for recycling and composting;
 - inclusion of additional dot point on pg 7; *Consider whole of life costs of projects and invest wisely to achieve long term cost effectiveness*; and
 - realignment of proposed internal recreation trail to connect to regional trail network.
-

PROPOSAL

The Sunshine Coast Open Space Strategy guides the planning, development and management of council's controlled open space. Other key considerations within this strategy in relation to the Ballinger Park Sports Complex Master Plan are:

- sports ground policy direction including improving long-term financial viability through shared support infrastructure such as club-houses, car parks and water re-use, planning for effective links to community by public transport, cycle and pedestrian paths, considering accessibility to the community for unstructured recreational activities and advocating for appropriate investment in land, construction and maintenance to increase capacity of existing open space and minimise need for additional open space;
- include recreation park facilities within the Ballinger Park Sports Complex;
- protect and develop the existing district sports grounds across the Sunshine Coast; and
- relevant landscape development principles include: character reflective of local identity, designed to positively contribute to the amenity of the surrounding areas, shade trees dividing precincts, shaded car parking, boundary areas substantially planted with locally native/shrub species, planting to provide diversity of layers and qualities for wildlife needs - food sources, connection, protection and breeding, emergency vehicle access, playing surfaces are well drained.

The Sunshine Coast Sport and Active Recreation Plan 2011-2026 will guide the planning, development and management of sport and active recreation across the Sunshine Coast region for the next 15 years and beyond.

A recommendation contained within this strategy is to:

- liaise with stakeholder clubs and prepare a Master Plan for Ballinger Park Sports Complex.

The Ballinger Park Sports Complex Master Plan has undertaken an extensive analysis and consultation process to ensure alignment with other key council strategies, community needs, population projections, statutory policies and regulations.

The Master Plan focuses on this venue as a district sports facility with regional elements and considers the functional requirements of current user groups including:

- Buderim Wanderers Football Club
- Sunshine Coast Hockey Club
- Buderim Pony Club
- Sunshine Coast Archery Club
- Square Dance Club
- Sunshine Coast Dog Obedience
- Buderim Tennis Club
- Matthew Flinders Anglican College
- Alcooringa Youth & Community Centre

- All Seasons Ballroom Sports Club

The Master Plan considers:

- the functionality, configuration, usage and capacity of the site and the neighbouring schools;
- the current character and functionality of the landscape;
- needs across various sports, including current and future tenants;
- emerging trends and issues;
- priorities, levels of service and resources;
- catchment area and demands;
- events and sports delivery;
- car parking and traffic movement/management requirements;
- public expectations and needs;
- the realities of the economic, social, environmental and legislative context of the time; and
- alignment with council's Sunshine Coast Sport and Active Recreation Plan and Open Space Strategy.

Key recommendations of the master plan include:

- a regional hockey centre with the capacity to host and attract high standard events by the provision for a second synthetic hockey/multi-use field;
- a regional archery centre with the capacity to attract and host international events (subject to detailed design outcomes);
- increasing the capacity for cricket, soccer and hockey;
- recognition of the need for additional tennis courts within facility;
- increased parking accessibility for users;
- introduction of a potential second entry into the site for horse floats (to be determined by detailed design);
- improved connectivity throughout site;
- introduction of recreational elements for the community through proposed recreational park and trail network; and
- flexibility in design to adapt to any future changes in demand for playing fields.

It is important to note that the intent of the Master Plan is to inform the future development of Ballinger Park Sports Complex over an extended time period (up to 15 years), so that ad hoc improvements are avoided and community use and long term viability are maximised. It is likely that over time, some of the master plan design elements may assume a higher priority over others.

Legal

There are no legal implications to this report.

Policy

The Sunshine Coast Sport and Active Recreation Plan 2011-2026 forms council's policy on sport and active recreation for the region and provides a direction for the future. This policy has been reviewed and used to guide the final recommendations within the Ballinger Park Sports Complex Master Plan.

Risk

Failure to maintain an adequate level of service for sport and active recreation facilities may result in increased future costs and community dissatisfaction.

Master Planning also reduces the risk of short term, ad-hoc development, which may be to the detriment of future service provision and uses.

Previous Council Resolution**Ordinary Meeting 7 December 2011 - Council Resolution (OM11/300)
Ballinger Park Sports Complex Draft Master Plan**

That Council:

- (a) *receive and note the report titled "Ballinger Park Sports Complex Draft Master Plan"; and*
- (b) *endorse the Ballinger Park Sports Complex Draft Master Plan for the purposes of community consultation (Appendix A).*

**Special Meeting 7 March 2011 - Council Resolution (SM11/11)
Open Space Strategy**

That Council:

- (a) *receive and note the report titled "Sunshine Coast Open Space Strategy 2011";*
- (b) *adopt the Sunshine Coast Open Space Strategy 2011 (Appendix A) to guide Council and the community in future open space planning, management and decision making, subject to consideration in annual budget processes;*
- (c) *request the Chief Executive Officer to develop a detailed implementation and staging plan based on Councils' long term financial model and other revenue sources, for future consideration by Council; and*
- (d) *thank the 47 submitters for their contribution to the preparation of the Sunshine Coast Open Space Strategy 2011.*

**Special Meeting 7 March 2011 – Council Resolution (SM11/9)
Sport and Active Recreation Plan**

That Council:

- (a) *receive and note the report titled "Sunshine Coast Sport and Active Recreation Plan 2011-2026";*
- (b) *discontinue Caloundra City Council Recreation Policy [ref 727] and Noosa Council Recreation Policies [ref 03094 –R-4] (Appendix A);*
- (c) *adopt the Sunshine Coast Sport and Active Recreation Plan 2011-2026 (Appendix B) as amended;*

- (d) *develop a detailed and prioritised multi year implementation plan based on Councils' long term financial model and other revenue sources; and*
- (e) *delegate to the Chief Executive Officer to make appropriate amendments to the "Sunshine Coast Sport and Active Recreation Plan 2011-2026" in consultation with divisional councillors in accord with established criteria and upgraded input information;*
- (f) *acknowledge and thank the wider community for their contribution in the development of the Sunshine Coast Sport and Active Recreation Plan 2011-2026; and*
- (g) *acknowledge and thank the staff from the Active and Healthy Communities branch of the Community Services Department for their contribution to the "Sunshine Coast Sport and Active Recreation Plan 2011-2026".*

Related Documentation

- Sunshine Coast Open Space Strategy 2011-2026
- Sunshine Coast Sport and Active Recreation Plan 2011-2026
- Sunshine Coast Sustainable Transport Strategy 2011-2031
- [Sunshine Coast Active Transport Plan 2011-2013](#)
- Sunshine Coast Landscape Infrastructure Manual
- Sunshine Coast Youth Strategy 2011
- Draft Sunshine Coast Regional Trails Strategy
- Sunshine Coast Social Infrastructure Strategy 2011
- Sunshine Coast Economic Development Strategy

Critical Dates

It is imperative that council has a policy framework and direction which has the capacity to respond to the needs of sport and active recreation facilities and services across the region. Sports grounds are experiencing increasing demand, which will continue to grow into the future due to population growth, expansion pressures and the need to support active and healthy lifestyles within our community.

Implementation

The 2011/2012 (approved) & 2013/2014, 2014/2015 and 2015/2016 (indicative) Capital Works Program includes the allocation of funding to contribute towards the staged detailed planning and construction of Master Plan initiatives and outlines future stages of development to be prioritised in accordance with council's ten year Capital Works Program.

Further implementation will occur in line with the revised master plan objectives as funding comes available.

This page has been intentionally left blank

4.3.2 ARTS INDUSTRY INCUBATORS FEASIBILITY STUDY REPORT**File No:** ECM 14 February 2012**Author:** Creative Communities Manager
Community Services**Appendix:** [App A - Arts Incubation Costed Implementation Strategy](#) (PSC Att Pg 205)
[App B - Sunshine Coast Arts Industry Incubators Report](#) (PSC Att Pg 215)

PURPOSE

The purpose of this report is to present to Council for consideration the Arts Industry Incubators Feasibility Study Report (Appendix B).

EXECUTIVE SUMMARY

At the August 2011 Ordinary Meeting, Council resolved to:

“request the Chief Executive Officer to conduct a feasibility study on the viability of Arts Industry incubators on the Sunshine Coast including role, function, location, stakeholders, governance and commerciality, such study to be completed by end December 2011 in time for consideration of a funding application to Regional Development Australia to progress the concept”.

As the creative industries sector on the Sunshine Coast is principally characterised by many creative practitioners operating as sole traders, or in small for profit and not for profit businesses, an understanding of individuals and their needs is a good starting point for Council to determine the public value of any investment and the likely return on investment with regard to the growth of creative industries and the role of arts industry incubators.

The interim report tabled at the Ordinary Meeting 7 December 2011 included the following six (6) recommendations.

1. Co-ordination of Council Response
2. Detailed Mapping
3. The need for an Industry Body
4. Nurture and build on existing successful incubation and entrepreneurial models
5. Exploring new models for developing spaces and facilities
6. Exploring new forms of financing and partnerships for investment

The interim report also stated that a more comprehensive report was to be returned to Council for endorsement in early 2012.

At the 7 December Ordinary Meeting, the additional resolution was added:

That Council:

- (c) *progress the finalisation of the six (6) recommendations contained in the “Arts Industry Incubator Feasibility Study – Interim Report 2011” for inclusion in the final report to Council, to be presented to the February Ordinary Meeting of Council and to include a costed implementation strategy.*

The Costed Implementation Strategy (Appendix A) takes into account Council’s current information on the sector, programs in delivery and the economic climate for the production and consumption of cultural goods and services.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled “Arts Industry Incubators Feasibility Study Report”;**
- (b) receive and note the consultant report titled “Arts Industry Incubators Feasibility Study – Costed Implementation Strategy (Appendix A); and**
- (c) receive and note the consultant report titled “Sunshine Coast Arts Incubators Feasibility Study – Report” (Appendix B)**
- (d) refer the initiative to the 2012/2013 budget development process for funding consideration.**

FINANCE AND RESOURCING

Positive Solutions was engaged by Council on 19 September, 2011 to undertake a feasibility study into the viability of ‘arts industry’ incubators on the Sunshine Coast. Given the parameters identified in this report, Positive Solutions prepared the study for \$25,135 (exc GST). The budget increase required to undertake this work was approved by Council as part of the Budget Review 2 process.

The Costed Implementation Strategy (Appendix A) involves a staged program approach over three (3) years to deliver the recommendations at a cost to Council of \$244,000. This budget does not include staff resources (including a full time Senior Development Officer and part time Project Officer) that will be required to deliver the Strategy. It is noted that the two (2) positions required to undertake the Implementation Strategy are currently accommodated within Community Services budgets at a cost of \$144,000 per annum. Current staffing arrangements are able to be assigned to this Strategy in the Creative Communities Team as a major cultural development program (the Community Hub) is soon to be transferred from this Team to the Community Connections Team and managed by them at an administrative level. In addition to this the Senior Development Officer in the Creative Communities Team was already assigned to undertake the Smart Arts Program that has now been included in this Strategy.

The Costed Implementation Strategy (Appendix A) involves considerable research and development in the first year with a number of programs delivered. Capacity building initiatives and programs increase in the second year hence an increase from year 1 funding is required. A decrease in council funding is planned in the third year as industry partnerships and other revenue streams are anticipated to be developed.

The total budget identified in the Costed Implementation Strategy (Appendix A) is outlined in the table below. It is noted that this funding request will be considered in accordance with council's budget development processes.

Year	Program Budget request	Staff Budget (existing)	Outline of Key Proposed Works
2012 /2013	\$84,000	\$144,000 *	Desk top review and mapping; undertake 100 creative business reviews; coordination of Council programs/responses; SWOT analysis; and deliver workshops.
2013/2014	\$110,000	\$144,000 *	Develop and support an industry reference group; explore new forms of financing and partnerships for investment; develop partnership and participate in exhibitions; develop region-wide arts business workshop program; create networking opportunities; research commercially based incubation models; and Develop Report – 'Cultural and Creative Industries Opportunities to contribution to the Principle Activity Centre.
2014/2015	\$50,000	\$144,000 *	Nurture and build on existing successful incubation and entrepreneurial models; deliver the Smart Arts Program; implement commercially based trial period of incubation models; build studio/gallery trails across the region; provide capacity building programs; and seek out future delivery partners/sponsors.
TOTALS	\$244,000	\$432,000 *	

* Staff Costs identified above are in current dollars which will increase in accordance with council's Certified Agreement in future years.

CORPORATE PLAN

Corporate Plan Theme: *Robust Economy*

Emerging Priority: 1.1 A broad economic base
Strategy: 1.1.3 Facilitate the development of the region's knowledge-based economy in particular the creative, health, environmental, leisure and sporting sectors

Corporate Plan Theme: *Robust Economy*

Emerging Priority: 1.2 Support for local businesses
Strategy: 1.2.2 Provide local business development services
 1.2.3 Ensure a council regulatory environment which is business friendly and considerate of business needs

Corporate Plan Theme: *Innovation & Creativity*

Emerging Priority: 3.1 Partnerships and alliances that drive innovation
Strategy: 3.1.1 Foster partnerships with governments, business and the community to encourage innovation and sustainability

Corporate Plan Theme: *Innovation & Creativity*

Emerging Priority: 3.3 A creative and artistic region
Strategy: 3.3.2 Provide and facilitate local and regional arts and cultural facilities and programs within the community

Corporate Plan Theme: *Managing Growth*

Emerging Priority: 7.5 Council's services and assets meet the needs of our growing community
Strategy: 7.5.1 Determine the types and levels of services provided by council

CONSULTATION**Internal Consultation**

- Community Development Branch
- Library and Gallery Services Branch
- Economic Development Branch

External Consultation

The report has drawn on the considerable community engagement undertaken as part of the development of the draft Creative Communities Plan. Additionally, reviews were undertaken of the community surveys for the Cooroy Fine Furniture Design Centre Feasibility Study, 2004 and the Cooroy Incubator Demand Study 2010.

Community Engagement

Three focus groups were held in Maleny, Buderim and Eumundi attended by 31 artists and creative practitioners. An online survey was developed for creative practitioners, organisations and businesses planning to strengthen and grow their activities in the region. Over 110 submissions were received.

PROPOSAL

This report proposes a number of options for developing and delivering a range of support measures to maintain and grow the cultural and creative industries on the Sunshine Coast.

The Costed Implementation Strategy (Appendix A) provides information on the proposed delivery methodology, resourcing and financial implications.

BACKGROUND

In the past three years, a number of artists and art organisations have approached Council requesting support to find and/or provide workshop, meeting and retail spaces. During this time, requests for networking, business development and marketing support have also been received and identified through community consultation processes.

On 19 September, 2011 Positive Solutions was engaged by Council to undertake a feasibility study into the viability of 'arts industry' incubators on the Sunshine Coast. The study was undertaken in response to a council resolution of 3 August, 2011 which requested the need for "... a feasibility study on the viability of arts incubators on the Sunshine Coast, including role, function, location, stakeholders, governance and commerciality". The initial timetable for the study was six (6) weeks and to be completed in time for the December 2011 Council meeting.

Positive Solutions was appointed on the basis of a methodology which included both desk research into incubator models and consultation with the cultural and creative community on the Sunshine Coast and included both concept development and assessment of demand.

The final nature of the study agreed on during initial meetings with officers and councillors included the following:

- agreement that the focus of the study should be on the 'incubation' needs of artists, creative practitioners, cultural and creative enterprises wishing to maintain and grow their businesses on the Sunshine Coast;
- an understanding that the needs to be identified will include those for both facilities and services, which could be delivered in a variety of ways with different partners across the region;
- the use of focus groups to present to the creative and cultural community different 'incubator' models, including the financial models of operation; and
- an agreed change in the timetable for the study, so that the document presented to council in December could be an initial report, presenting initial recommendations for council to address the issue of 'incubating' cultural and creative enterprises on the Sunshine Coast.

In their findings, Positive Solutions note that traditional incubator models offering a mix of facilities and services on the whole require on-going significant investment from government. This is the case for models in Australia developed either for creative practitioners in the cultural and creative sector (which offer other cultural facilities and services) or creatives in the more commercial side of the creative industries and broader knowledge economy. Although a range of needs and opportunities have been identified at this stage there is little evidence of demand from the cultural and creative sector for the development of a new facility or replication of such facilities around the Region.

There are opportunities to engage with the facilities and services of the Innovation Centre at the University of the Sunshine Coast and explore the development of new models emerging in the region both within Council (libraries) and in the sector (Sunshine Coast Arts Industry Precinct). A range of models to maintain and grow the sector have been articulated in the attached report and a number were well received by those consulted and recognised as having potential for the region. Furthermore a number of existing facilities and future planned developments in the region have the capacity to deliver some of the facilities and services that are needed.

Following Council's review of the interim recommendations, the methodology for the Costed Implementation Strategy (Appendix A) takes into account the economic climate that presently exists and is likely to exist for some time. The proposed methodology is primarily focused on capacity building and aggregating existing programs and opportunities. A number of the proposed new initiatives either require further research or are supported by existing resources.

The report also takes into account the wide range of business support tools provided by council, other spheres of government and the education sector that are readily available to support growth and development in this sector, along with other sectors of the economy.

Other components are linked to planning documents yet to be finalised e.g. Community Venues and Centres Report or made available for comment in the public domain e.g. the new Planning Scheme and code for home based businesses.

Further research will also be informed by a review of the strategic direction that other levels of government are taking in regard to investment in the creative industries. The Federal Government has released a National Cultural Policy Discussion Paper. The vision for the National Cultural Policy is to reflect the important role that arts and creativity play in the daily lives of all Australians, and will help to integrate arts and cultural policy within our broader social and economic goals.

The Paper has, as two of its goals, the development of a strategic framework:

- to encourage the use of emerging technologies and new ideas that support the development of the creative industries and that enable more people to access and participate in arts and culture; and
- to increase and strengthen the capacity of the arts to contribute to our society and economy.

Legal

There are no legal implications to this report

Policy

Although there is no policy linked directly to arts incubation processes the Economic Development Strategy 2010-2014 and Economic Development's "Delivering a Natural Advantage to Business" package are relevant to fostering development and growth in the creative industries.

Risk

There are no risk implications associated with this report.

Previous Council Resolutions

Ordinary Meeting 3 August, 2011 - Council Resolution (OM11/199)

That Council:

- (a) thank the Montville Community Steering Committee for the opportunity to consider the acquisition of Belbury House, Montville and advise that Council will not be pursuing the acquisition of this property at this time;*
- (b) request the Chief Executive Officer to prepare a Discussion Paper to consider the long term / strategic role of Russell Family Park and surrounding areas in the strengthening of the local economic and social outcomes including the following issues: role and function of Montville within the Sunshine Coast, tourism and creative industry sector opportunities, social and community development, linkages/ connectivity and land holdings;*

- (c) *further, request the Chief Executive Officer to conduct a feasibility study on the viability of an Arts Industry incubator on the Sunshine Coast including role, function, location, stakeholders, governance and commerciality, such study to be completed by end December 2011 in time for consideration of a funding application to the Regional Development Australia to progress the concept; and*
- (d) *note that the Chief Executive Officer will make the report publicly available.*

Ordinary Meeting 7 December 2011 – Council Resolution (OM11/301)

That Council:

- (a) *receive and note the report titled “Arts Industry Incubators Feasibility Study – Interim Report 2011”; and*
- (b) *receive and note the interim report titled “Sunshine Coast Arts Incubators Feasibility Study – Interim Report” (Appendix A).*
- (c) *progress the finalisation of the six (6) recommendations contained in the “Arts Industry Incubator Feasibility Study – Interim Report 2011” for inclusion in the final report to Council, to be presented to the February Ordinary Meeting of Council and to include a costed implementation strategy.*

Related Documentation

- Sunshine Coast Council Corporate Plan 2009 – 2014
- Economic Development Strategy 2010 - 2014
- “Creative Communities Sunshine Coast 2010 - 2015: Report on Community Engagement.” Queensland: Sunshine Coast Council, 20 July 2010.
- “Delivering a Natural Advantage to Business.” Queensland: Sunshine Coast Council.

Critical Dates

At the Ordinary Meeting on 3 August 2011 Council resolved to complete a feasibility study by December, 2011 in time for consideration of a funding application to the Regional Development Australia Fund. This timeframe allowed staff only six weeks to complete the study in time for the December 2011 council meeting. It is also noted that the consultant contracted to this project was engaged by Council on the 19 September, 2011. Given the tight timeframe, further discussions were held with Councillors and it was acknowledged that within this timeframe, staff would only be able to present an interim report into the initial findings of the study.

Further to this, in responding to the Council resolution of (OM11/281), it became apparent that the deadline with regard to Expressions of Interest for the Regional Development Australia Fund (Round 2) was Thursday 1 December, 2011. It was acknowledged that this timeframe could not be met with regard to the finalisation of an Arts Industry Incubators Feasibility Study and that the research available thus far through the interim report did not supply a compelling argument to support a funding application of this nature.

Implementation

If the recommendations of the report are endorsed the funding request will be considered in accordance with council’s budget development processes

This page has been intentionally left blank

4.4 EXECUTIVE OFFICE

4.4.1 AUDIT COMMITTEE REPORT 30 JANUARY 2012

File No: ECM 14 February 2012

Author: Manager Audit and Assurance
Executive Office

Appendix: [App A - Audit Committee Minutes 300112](#) (PSC Att Pg 269)

PURPOSE

To provide information to Council on the Audit Committee activities and outcomes.

EXECUTIVE SUMMARY

The Audit Committee is established in accordance with the Local Government (Finance, Plans and Reporting) Regulation 2010 and is an Advisory Committee of Council with Minutes of each meeting presented to Council.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled “Audit Committee Report 30 January 2012”;**
- (b) note and implement the recommendations from the Audit Committee Minutes 30 January 2012 (Appendix A); and**
- (c) acknowledge and thank the professional external members of the Audit Committee for their contribution during this term of council.**

FINANCE AND RESOURCING

There are no finance and resourcing in relation to this report.

CORPORATE PLAN

Corporate Plan Theme: *Innovation & Creativity*

Emerging Priority: 3.4 Council’s working culture is dynamic, flexible and entrepreneurial

Strategy: 3.4.2 Implement ongoing improvement programs focused on the best way forward

Corporate Plan Theme: Great Governance

- Emerging Priority:** 8.1 Ethical, accountable and transparent decision-making
- Strategy:** 8.1.1 Develop and implement a governance framework that provides transparent and accountable processes and enhances council's reputation
- Strategy:** 8.1.3 Councillors and employees are aware of the importance of ethical behaviour, compliance with codes of conduct and providing complete information and advice

Corporate Plan Theme: Great Governance

- Emerging Priority:** 8.2 Effective business management
- Strategy:** 8.2.3 Implement a business approach that focuses on maximising opportunities, managing risks and improving quality of service

CONSULTATION**Internal Consultation**

- Chief Executive Officer
- Executive Directors

External Consultation

- Independent members of the Audit Committee

Community Engagement

There has been no community engagement undertaken in relation to this report.

PROPOSAL

The Audit Committee is an Advisory Committee established in accordance with the *Local Government (Finance, Plans and Reporting) Regulation 2010*. It has no delegated authority, does not replace the responsibilities of Executive Management and is a source of independent advice to Council and to the Chief Executive Officer.

The overall objective of the Audit Committee is to assist the Council and the Chief Executive to discharge their duties in particular:

- Corporate Governance and responsibilities in relation to the organisation's financial reporting, internal control structure, risk management systems and the external and internal audit functions;
- maintain an independent and objective forum promoting transparency, accountability and an ethical culture throughout council;
- maintain by scheduling regular meetings, open lines of communications with Council, Executive Management, External Audit and Internal Audit, to exchange information and views;

- oversee and appraise the quality and efficiency of audits conducted by both the Internal and External Audit functions; and
- ensure both the Internal and External Audit functions are independent and effective.

In accordance with Section 69 (8) of the *Local Government (Operations) Regulation 2010*, the Audit Committee must give the local government a written report of its deliberations and its advice or recommendations.

The Agenda and attachments are distributed to Councillors, Audit Committee members and Executive Management prior to the meetings in accordance with Council's statutory meeting process.

The Minutes of the Audit Committee Meeting held on 30 January 2012 (Appendix A) are now presented to Council for its receipt.

Legal

There are no legal implications to this report.

Policy

Compliance with the Local Government (Finance, Plans and Reporting) Regulation 2010 and the Local Government (Operations) Regulation 2010.

Risk

There are no Risk implications for this issue.

Previous Council Resolution

There are no previous Council resolutions that relate to this report.

Related Documentation

There is no related documentation for this report.

Critical Dates

There are no critical dates that relate to this report.

Implementation

Should Council agree to the recommendations, officers will proceed to implement the recommendations.

5 CONFIDENTIAL REPORTS

Nil.

6 NEXT MEETING

The next meeting of the Performance and Service Committee will be held on Tuesday 6 March 2012 in the Caloundra Council Chambers, 1 Omrah Avenue, Caloundra.

7 MEETING CLOSURE