

# **Sunshine Coast Council Annual Operational Plan Draft 2 May 2018**

2018-2019



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#### **Acknowledgements**

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

#### **Disclaimer**

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## Chief Executive Officer Foreword

Our vision is to be Australia's most sustainable region – healthy, smart, creative. This vision is both ambitious and achievable. Council's goals and strategic pathways, as outlined in the *2018-2022 Corporate Plan*, address every aspect of life on the Sunshine Coast – how we live, work and learn, raise our families, connect with each other and enjoy all our region has to offer.



The attributes of our vision define our approach to everything we do - our prosperous economy, engagement with our community, the value we place on our environment and how council operates as an outstanding organisation.

The *2018-2019 Operational Plan* clearly defines the drivers and actions for the forthcoming year. It provides a roadmap for Sunshine Coast Council to achieve the best possible outcomes for our community.

Delivering these outcomes will require the efforts of a united team. This Operational Plan reflects the realignment of Council's structure and operations, strengthening our operating model to focus on customer service, business and strategic partnering and stakeholder engagement. It provides the specific pathways to implement key activities, projects and essential service delivery.

The leadership team is committed to ensuring our workplace is engaging, collaborative and inspires excellence, whilst building a productive and innovative culture, fit for exciting and positive times ahead. This Operational Plan also highlights how everything we do continues to be underpinned by the values which define the culture of our organisation: Respect for each other, Being our best, Working as one team, High standards and Service excellence.

Michael Whittaker

Chief Executive Officer

## Introduction

### What is an Operational Plan?

The *Sunshine Coast Council Corporate Plan 2018-2022* is Council's strategic blueprint for the future. It defines how the organisation services and supports the community.

The Corporate Plan 2018-2022 lists council endorsed strategies designed to guide the achievement of our vision and goals.

Strategies are supported by plans that identify specific activities and projects to achieve the strategic outcomes.

The **Operational Plan** apportions corporate responsibility and resources to progress the implementation of the *Sunshine Coast Council Corporate Plan 2018-2022* over the 2018-2019 financial year. It informs the annual budget which apportions the funding for key activities, projects and essential service delivery.

### How are operational activities determined?

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

Emerging issues having potential to impact Council's operating environment in the next and future financial years are identified, assessed and prioritised as part of the annual review of the Corporate Plan.

Each operational activity aligns with one of Council's strategic goals:

- A smart economy
- A strong community
- A healthy environment
- Service excellence
- An outstanding organisation

All operational activities are allocated to a business area of the organisation. The successful implementation and resulting contribution to achieving the outcomes described in the Corporate Plan 2018-2022 relies a collaborative, one-team approach by our elected representatives, staff, contractors, partners and volunteers. This joint approach, for which the Sunshine Coast is renowned, will enable consistent, focused, timely and value for money services being delivered to our community.

### How is the plan used?

Operational activities, projects and essential services are incorporated into group business plans and service profiles. Each group is responsible for:

- managing the scheduling, delivery, performance and reporting for those activities projects and services for which they have lead responsibility in line with policy decisions of Council;
- the successful achievement of the operational plan as a whole; and
- identifying, managing and monitoring operational risk.

The specific responsibilities and deliverables for each employee, link directly to one or more of the operational activities, projects and services described in the Operational Plan. Employee performance appraisals are conducted annually with their immediate supervisors.

### How is progress reported?

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

In addition, business areas provide performance data on services, operational activities and significant Operating projects<sup>1</sup> for which they have responsibility.

### How are operational risks managed?

Council has a risk management framework to assess and manage risks associated with the delivery of programs and services. Risks are reviewed at the end of each calendar quarter to ensure council continues delivering quality service to the community through its Operational Plan. Council's approach to risk management is based on International Standard ISO31000

### Legend of acronyms

**BI** – Built Infrastructure Group

**BP** – Business Performance Group

**BusDev** – Business Development Branch

**CAM** – Civil Asset Management Branch

**CEPS** – Customer Engagement and Planning Services Group

**CPD** – Community Planning and Development Branch

**CR** – Customer Response Branch

**AHL** – Arts, Heritage and Libraries Branch

**DIS** – Digital and Information Services Branch

**DM** – Disaster Management Team

**DPS** – Design and Placemaking Services Branch

**DS** – Development Services Branch

**ECD** – Economic and Community Development Group

**ECDEV** – Economic Development Branch

**EO** – Environmental Operations Branch

**ESP** – Environment and Sustainability Policy Branch

**LaNA** – Liveability and Natural Assets Group

**OCEO** – Office of CEO

**P&C** – People and Culture Branch

**P&G** – Parks and Gardens Branch

**PD** – Project Delivery Branch

**SCV** – Sport and Community Venues Branch

**TIM** – Transport Infrastructure Management Branch

**TIP** – Transport Infrastructure Policy Branch

**UGP** – Urban Growth Projects Branch

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<sup>1</sup> Operating projects are determined by Council to require significant additional resources above Core budget for the current financial year.

# A smart economy

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

To achieve our goal - **A smart economy** - we serve our community by providing these great services:

S1	<b>Economic development</b> – providing industry and business programs and initiatives to support the growth of the regional economy
S2	<b>Holiday parks</b> – providing and operating holiday parks including caravan, camping and cabin facilities

## Strategies and plans

*Sunshine Coast – The Natural Advantage: Regional Economic Development Strategy 2013-2033*

*Sunshine Coast Planning Scheme 2014*

*Sunshine Coast Major and Regional Events Strategy 2013-2017*

*Sunshine Coast Holiday Parks Business Plan 2015-2020*

*Investment Attraction Action Plan*

Industry and investment plans for high-value industries

# A smart economy

## Strategic Pathways:

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

PLANNING FOR THE FUTURE operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
1.1.1	Prepare and implement a new 2018-2023 Regional Economic Development Strategy action plan and annual report card.	Regional Economic Development Strategy 2013-2033	Implement Council resolution	ECD / ECDEV	OCEO	Core budget
1.1.2	Support the activities of the Sunshine Coast Major Events Board and specialist advisory groups (as required) with annual reporting.	Regional Economic Development Strategy 2013-2033	Implement Council resolution	ECD / ECDEV	OCEO	Core budget
1.1.3	Continue to administer the Sunshine Coast Planning Scheme including progression of Council nominated priority amendments, and responding to changes arising from the South East Queensland Regional Plan, State Planning Policy, local planning investigations and master planning.	Sunshine Coast Planning Scheme 2014	Implement Council resolution	CEPS / Strategic Planning	ESP TIP DS	Core budget
1.1.4	Research methods for establishing a Commercial Property Portfolio and Trust.	Corporate Plan 2018-2022	Essential service reform	BP / BusDev	Property Management	Operating project
1.1.5	Develop a Commercialisation Strategy.	Corporate Plan 2018-2022	Essential Service Reform	BP / BusDev	Whole of organisation	Core budget
1.1.6	Advance the Council procurement framework to adopt Strategic Contracting Procedures under provisions of <i>Local Government Act 2009</i> .	Procurement Policy	Implement Council resolution	BP / BusDev	Whole of organisation	Core budget
1.2.1	Identify and progress the Sunshine Coast's priorities for inclusion in a south east Queensland City Deal.		Essential service reform	OCEO	Whole of organisation	Core budget



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<b>PLANNING FOR THE FUTURE</b> operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
1.3.1	Engage peak industry bodies in the promotion and delivery of the Regional Economic Development Strategy 2013-2033 and its associated pathways.	Regional Economic Development Strategy 2013-2033	Implement Council resolution	ECD / ECDEV	OCEO	Core budget
1.4.1	Plan and coordinate delivery of an annual International Relations (including missions) Program.	Regional Economic Development Strategy 2013-2033	Implement Council resolution	ECD / ECDEV	Office of the Mayor OCEO	Operating project
1.6.1	Continue implementation of Smart City initiatives.	Smart City Implementation Program	Identified or prioritised for 2018-19 in a strategy or plan	BP / BusDev	DIS	Core budget Operating project
1.6.2	Develop and implement an effective Innovation Incubator.	Corporate Plan 2018-2022	Essential service reform	BP / BusDev	OCEO	Operating project
1.6.3	Deliver the Sunshine Coast Regional Innovation Program (#SCRIPT) with key regional partners.	Regional Economic Development Strategy 2013-2033	Identified or prioritised for 2018-19 in a strategy or plan	ECD / ECDEV	OCEO	Operating project

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<b>MAJOR PROJECTS</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
1.1.7	Oversee all activities associated with the Sunshine Coast Airport Runway Construction project, including finalisation of procurement arrangements, design and construction contract and ensuring performance targets are met.	Regional Economic Development Strategy 2013-2033	Implement Council resolution	BI / Group Executive	ECD BusDev	Capital works
1.1.8	Support the implementation of integrated planning and the delivery of infrastructure and services for the region's principal activity centre – Maroochydore.	Maroochydore City Centre PDA Development Scheme and Sunshine Coast Planning Scheme 2014	Implement Council resolution	LaNA / UGP	Strategic Planning	Operating project
1.1.9	Support the implementation of integrated planning and the delivery of infrastructure and services for Caloundra South Priority Development Area (PDA).	Caloundra South Development Scheme	Identified or prioritised for 2018-19 in a strategy or plan	LaNA / UGP	DS, TIP ESP Strategic Planning	Core budget
1.1.10	Complete Structure Planning for Beerwah East and supporting strategy documents in collaboration with key State Government Agencies.	SEQ Regional Plan 2017 (Shaping SEQ)	Identified or prioritised for 2018-19 in a strategy or plan	LaNA / UGP	Strategic Planning	Operating project
1.2.2	Implement actions of the Sunshine Coast International Broadband Network project to facilitate landing of a submarine cable.	Regional Economic Development Strategy 2013-2033	Implement Council resolution	ECD Group Executive	ECDEV Office of the Mayor OCEO	Operating project
1.2.3	Develop a detailed business case for the Sunshine Coast Exhibition and Convention facility.		Implement Council resolution	OCEO	ECDEV SCV	Operating project

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<b>MAJOR PROJECTS</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
1.2.4	Partner with a developer to design the Sunshine Coast City Hall and engage in construction.	Delivery of a City Hall in the Maroochydore CBD	Implement Council resolution	BP / Property Management		Capital works
1.2.5	Finalise procurement arrangements for Brisbane Road Car Park Development.		Implement Council resolution	BP / BusDev		Capital works
1.2.6	Implement the high priority actions of the Caloundra Centre Master Plan with a particular emphasis on planning for the Community Hub and Town Square redevelopment.	Caloundra Centre Master Plan	Implement Council resolution	CEPS / Strategic Planning	OCEO Property Management TIP	Operating project
1.6.4	Develop and implement the Open Data Project.	I&T Strategy	Identified and prioritised for 2018-19 in a strategy or plan	BP / DIS	ECDEV	Capital works
1.6.5	Deliver the Smart City Wi-Fi Implementation Program.	Smart City Implementation Plan	Implement Council resolution	BP / DIS, BusDev		Operating project Capital works

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<b>DELIVERY OF COUNCIL'S SERVICES</b> operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
1.1.11	Manage the partnership between Council and Palisade Investment Partners Pty Ltd as the operator of the Sunshine Coast Airport.		Implement Council resolution	BP / BusDev	Property Management	Core budget
1.1.12	Lead greater engagement with local businesses.	Procurement Policy - Local Preference in Procurement Guideline	Identified or prioritised for 2018-19 in a strategy or plan	BP / BusDev	Whole of organisation	Core budget Operating project
1.1.13	Facilitate local business access to specialist advice, information, services, and assistance.	Regional Economic Development Strategy 2013-2033	Identified or prioritised for 2018-19 in a strategy or plan	ECD / ECDEV	Communication CR BusDev	Operating project
1.1.14	Administer the operation and maintenance of the Sunshine Coast Solar Farm, and sale of electricity and large-scale generation certificates.	MOVE TO SERVICES	Implement Council resolution	BP / BusDev		Core budget
1.2.7	Promote the investment credentials of and investment opportunities in the Sunshine Coast economy.	Regional Economic Development Strategy 2013-2033	Implement council resolution	ECD / ECDEV	Office of Mayor, Strategic Planning DS, TIP, OCEO	Core budget
1.3.3	Implement prioritised actions from Sunshine Coast Holiday Parks Business Plan 2015-2020.	Sunshine Coast Holiday Parks Business Plan 2015-2020	Identified and prioritised for 2018-19 in strategy or plan	ECD / SCV	PD	Core budget

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<b>DELIVERY OF COUNCIL'S SERVICES</b> operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
1.3.4	Work with Education Sunshine Coast and the broader education and training industry to implement Study Sunshine Coast, and better prepare and connect young people to education opportunities in the region.	Regional Economic Development Strategy 2013-2033	Implement Council resolution	ECD / ECDEV	CPD	Operating project
1.5.1	Manage Council's major and regional events sponsorship (new and existing events) in line with the Major and Regional Events Strategy.	Major and Regional Events Strategy 2013-2017	Implement Council resolution	ECD / ECDEV	SCV Communication CR P&G	Core budget

# A strong community

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

To achieve our goal - **A strong community** - we serve our community by providing these great services

S4	<b>Community and cultural development and partnerships</b> – providing planning, partnering and supporting the community through a range of community development, civic and cultural programs and grants
S5	<b>Community venues</b> – providing, managing and administering the hiring and leasing of community and cultural venues including The Events Centre and other performance venues
S6	<b>Disaster management</b> – providing regional disaster management coordination including prevention, preparation, response and recovery
S7	<b>Libraries</b> – providing access to information and learning opportunities through static and mobile libraries, programs and loanable items
S8	<b>Lifeguards</b> – providing regular patrols of beaches to ensure the safety and enjoyment of residents and visitors
S9	<b>Public lighting</b> – providing and managing public lighting
S10	<b>Roads, cycleways and pathways</b> – maintaining and improving the road network and associated assets (sealed and gravel roads, bridges and pathways), vegetation management, construction and project delivery services, permit fees, private works and levies
S11	<b>Road network management</b> – providing road transport infrastructure planning, design and delivery, road safety and traffic management, public education programs, streetscapes planning and place making
S12	<b>Sporting facilities</b> – providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds and multi-sports fields
S13	<b>Stormwater drainage</b> – managing and maintaining functional stormwater drainage

# A strong community

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## Strategies and plans

*Sunshine Coast Social Strategy 2015)*

*Domestic Animal Management (Cats and Dogs) Strategy 2014-2020*

*Sunshine Coast Community Events and Celebrations Strategy 2010*

*Sunshine Coast Arts Plan 2017-2037 (under development)*

*Sunshine Coast Lifeguard Service Plan 2018-2022*

*Sunshine Coast Multicultural Action Plan 2017-2020*

*Sunshine Coast Reconciliation Action Plan 2017-2019*

*Sunshine Coast Youth Action Plan*

*Sunshine Coast Community Safety Action Plan 2017-2019*

*Sunshine Coast Heritage Plan 2015-2020*

*Sunshine Coast Council Local Disaster Management Plan 2015-16*

*Sunshine Coast Stadium Facility Development Plan 2015-2030*

*Nambour Activation Plan 2015*

*Sunshine Coast Libraries Plan 2014-2024*

*Sunshine Coast Performance and Community Venues Service Plan 2014-2029*

*Sunshine Coast Cemetery Plan 2012-2027*

*Sunshine Coast Sport and Active Recreation Plan 2011-2026*

*Sunshine Coast Access and Inclusion Plan 2011-2016*

*Sunshine Coast Aquatic Plan 2011-2016*

*Sunshine Coast Skate and BMX Plan 2011-2020*

# A strong community

## Strategic Pathways

2.1 Safe and healthy communities

2.2 Resilient and engaged communities

2.3 A shared future where culture, heritage and diversity are valued and embraced

2.4 People and places are connected

2.5 A creative identity that supports community cohesiveness, development and wellbeing

PLANNING FOR THE FUTURE – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
2.1.1	Review and update Local Disaster Management Plan (2019-2022) in accordance with Disaster Management Act 2003 and QFES Guidelines 2018.	Sunshine Coast Council Local Disaster Management Plan 2015- 16	Legislated imperative	BI / DM		Core budget
2.1.2	Develop a strategy and structure for a new Parking Services Team.	Parking Management Plan	Identified and prioritised for 2018-19 in a strategy or plan	BI /TIM	Finance TIP CR DIS	Operating project
2.1.3	Complete the detailed sports needs assessment of existing and future demand to prepare a detailed Sports Facility Plan for the Sunshine Coast.	Community facility master plans and facility development plans	Implement council resolution	ECD / SCV		Core budget
2.1.4	Commence site investigations and undertake Master Plan for the Caloundra Road Sports Precinct.	Sunshine Coast Council Corporate Plan 2018- 2022	Identified and prioritised for 2018-19 in a strategy or plan	ECD / SCV	ESP, DPS, PD	Capital works
2.2.1	Develop and implement a Social Benefit in Procurement Guideline.	Sunshine Coast Social Strategy 2015	Identified and prioritised for 2018-19 in a strategy or plan	BP / BusDev	CPD	Core budget
2.2.2	Develop and implement an Indigenous Engagement Procurement Guideline.	Sunshine Coast Reconciliation Action Plan 2017-2019	Identified and prioritised for 2018-19 in a strategy or plan	BP / BusDev	CPD	Core budget



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PLANNING FOR THE FUTURE – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
2.2.3	Review the current Community Volunteer Program within Community Gardens Framework to enhance the program to better serve community needs.	Environment & Liveability Strategy 2017 Corporate Plan 2018-2022	Identified and prioritised for 2018-19 in a strategy or plan	BI / P&G		Core budget
2.2.4	Implement the Adopt a Street (Tree) program as part of council's proactive street tree planting program.	Environment & Liveability Strategy 2017 Corporate Plan 2018-2022	Identified and prioritised for 2018-19 in a strategy or plan	BI / P&G		Core budget
2.3.1	Develop and implement the Sunshine Coast Arts Plan 2017-2037.	Sunshine Coast Arts Plan 2017-2037	Implement Council resolution	ECD / AHL	OCEO	Core budget
2.3.2	Review and update the Sunshine Coast Social Strategy 2015.	Sunshine Coast Social Strategy 2015	Identified and prioritised for 2018-19 in a strategy or plan	ECD / CPD	OCEO	Core budget
2.3.3	Implement the recommendations of the Sunshine Coast Historic Cultural Heritage Study 2018.	Sunshine Coast Heritage Plan 2015 - 2020	Implement Council resolution	CEPS / Strategic Planning	CR	Operating project
2.4.1	Progress the Sunshine Coast mass transit project towards delivery and corridors securement in partnership with key stakeholders. Continue to facilitate the urban transformation of the mass transit corridors to create a more compact and efficient urban form through land use planning and other strategies.	Urban Transformation Strategy	Identified and prioritised for 2018-19 in a strategy or plan	LaNA / UGP	Strategic Planning	Operating project

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<b>PLANNING FOR THE FUTURE</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
2.4.2	Progress the delivery of key outcomes from the Placemaking Mooloolaba Master Plan.	Placemaking Mooloolaba Master Plan	Implement Council resolution	LaNA / DPS	PD TIP BusDev DS ECDEV	Capital works

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<b>MAJOR PROJECTS</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
2.1.5	Deliver key Community Infrastructure Projects including <ul style="list-style-type: none"> <li>• The Events Centre Caloundra</li> <li>• Baringa Community Centre, Caloundra South; and</li> <li>• Meridan Sports Fields Clubhouse.</li> </ul>	Caloundra South PDA Caloundra Centre Master Plan	Identified and prioritised for 2018-19 in a strategy or plan	LaNA / PD	UGP	Capital works
2.1.6	Install smart technology parking machines in Caloundra and Mooloolaba.	Parking Management Plan	Identified and prioritised for	BI / TIM	PD	Operating project

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MAJOR PROJECTS – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
			2018-19 in a strategy or plan			
2.4.3	Deliver key infrastructure projects including: <ul style="list-style-type: none"> <li>• Complete Aerodrome Rd Intersection</li> <li>• Complete Burke Street Extension</li> <li>• Sippy Downs Drive, Four Lane Upgrade</li> <li>• Mayes Canal Pedestrian Cycle bridge</li> <li>• Mooloolaba Spit Boardwalk Replacement</li> <li>• Maroochydore City Centre - Automated Waste Collection System</li> <li>• Baringa Community Centre construction; and</li> <li>• Upgrade The Events Centre, Caloundra.</li> </ul>	Caloundra Area Transport Plan and Centre Masterplan Sunshine Coast Planning Scheme 2014 LGIP Strategy	Identified and prioritised for 2018-19 in a strategy or plan	LaNA / PD	DPS CAM	Capital works
2.4.4	Deliver Placemaking construction outcomes including: <ul style="list-style-type: none"> <li>• Stage 4 Bulcock Street Streetscape Project</li> <li>• Coastal Pathway projects; and</li> <li>• Stage 2 – Jack Morgan Park, Coolum.</li> </ul>	Spit Masterplan. Caloundra Town Centre Masterplan	Implement Council resolution	LaNA / PD	DPS	Capital works
2.4.5	Progress the Nambour CBD Activation Plan.	Corporate Plan 2018- 2022	Identified and prioritised for 2018-19 in a strategy or plan	ECD / CPD	ECDEV	Core budget

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<b>DELIVERY OF COUNCIL'S SERVICES</b> operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
2.1.7	Strengthen Council's emergency management with Disaster Hub improvements (Disaster Hub Phase 4), Fire and Flood database enhancements. Expand use of drones to predict and manage weather events.	I&T Strategy (& program)	Identified and prioritised for 2018-19 in a strategy or plan, Essential service reform	BP / DIS	Disaster Management TIP	Core budget, Capital works
2.1.8	Finalise the two year pilot of paid parking in Birtinya.	Parking Management Plan	Essential service reform	BI / TIM	TIP CR	Core budget
2.1.9	Implement the annual program for the Sunshine Coast Domestic Animal Management (Cats and Dogs) Strategy 2014-2020.	Sunshine Coast Domestic Animal Management (Cats and Dogs) Strategy 2014 - 2020	Identified and prioritised for 2018-19 in a strategy or plan	CEPS / CR		Core budget
2.1.10	Deliver an education program to enhance customer understanding of responsible pet management practices, pest animal and plant advice and Local Law and State Legislation information.	Sunshine Coast Domestic Animal Management (Cats and Dogs) Strategy 2014 – 2020 Sunshine Coast Biosecurity Plan	Identified and prioritised for 2018-19 in a strategy or plan	CEPS / CR		Core budget
2.1.11	Continue to develop community safety partnerships with State agencies and community groups to enhance resident and visitor safety.	Community Safety Action Plan	Identified and prioritised for 2018-19 in a strategy or plan	ECD / CPD		Core budget

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<b>DELIVERY OF COUNCIL'S SERVICES</b> operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
2.1.12	Develop and attract events and sporting opportunities at Sunshine Coast Stadium and the Kawana Sports Precinct.	Sunshine Coast Major and Regional Events Strategy 2013-2017	Identified and prioritised for 2018-19 in a strategy or plan	ECD / SCV		Core budget
2.1.13	Develop partnerships and programs which encourage residents to lead more active and healthy lifestyles	Sunshine Coast Social Strategy 2015	Identified and prioritised for 2018-19 in a strategy or plan	ECD / CPD		Core budget
2.1.14	Implement prioritised actions from the Sunshine Coast Aquatic Plan 2011-2026	Sunshine Coast Aquatic Plan 2011-2026	Identified and prioritised for 2018-19 in a strategy or plan	ECD / SCV		Core budget
2.1.15	Implement prioritised actions from the Sunshine Coast Skate and BMX Plan 2011-2020	Sunshine Coast Skate and BMX Plan 2011-2020	Identified and prioritised for 2018-19 in a strategy or plan	ECD / SCV		Core budget
2.1.16	Implement prioritised actions from the Sunshine Coast Sport and Active Recreation Plan 2011-2026	Sunshine Coast Sport and Active Recreation Plan 2011-2026	Identified and prioritised for 2018-19 in a strategy or plan	ECD / SCV		Core budget
2.1.17	Implement prioritised projects from community facility master plans and facility development plans	Community facility master plans and facility development plans	Identified and prioritised for 2018-19 in a strategy or plan	ECD / SCV		Core budget

# A strong community

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2.1 Safe and healthy communities

2.2 Resilient and engaged communities

2.3 A shared future where culture, heritage and diversity are valued and embraced

2.4 People and places are connected

2.5 A creative identity that supports community cohesiveness, development and wellbeing

<b>DELIVERY OF COUNCIL'S SERVICES</b> operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
2.1.18	Implement Year 1 actions from the Sunshine Coast Lifeguard Service Plan 2018-2022	Sunshine Coast Lifeguard Service Plan 2018-2022	Identified and prioritised for 2018-19 in a strategy or plan	ECD / SCV		Core budget
2.1.19	Support the Sunshine Coast Lightning in the Suncorp Super Netball competition and maximise benefits associated with the partnership	Sunshine Coast Major and Regional Events Strategy 2013-2017	Council resolution and Identified and prioritised for 2018-19 in a strategy or plan	ECD / SCV	Communication on ECDEV	Core budget
2.2.5	Continue to ensure the manner in which Council distributes grant monies to community and not-for-profit organisations supports Council's vision for the region	Sunshine Coast Social Strategy 2015	Identified and prioritised for 2018-19 in a strategy or plan	ECD / CPD		Core budget
2.2.6	Implement the annual program of actions in the Sunshine Coast Libraries Plan 2014-2024.	Sunshine Coast Libraries Plan 2014-2024.	Identified and prioritised for 2018-19 in a strategy or plan	ECD / AHL		Core budget
2.2.7	Lead the community recovery phase response following declared disasters and natural events.	Local Disaster Management Plan 2015-2018	Identified and prioritised for 2018-19 in a strategy or plan	ECD / CPD	BI / DM	Core budget
2.2.8	Implement prioritised actions from the Sunshine Coast Performance and Community Venues Service Plan 2014-2029.	Sunshine Coast Performance and	Identified and prioritised for	ECD / SCV		Core budget

# A strong community

## Strategic Pathways

2.1 Safe and healthy communities

2.2 Resilient and engaged communities

2.3 A shared future where culture, heritage and diversity are valued and embraced

2.4 People and places are connected

2.5 A creative identity that supports community cohesiveness, development and wellbeing

<b>DELIVERY OF COUNCIL'S SERVICES</b> operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
		Community Venues Service Plan 2014-2029	2018-19 in a strategy or plan			
2.3.4	Coordinate the delivery of Council's Heritage Levy and report outcomes to Council .	Sunshine Coast heritage Plan 2015-2020	Identified and prioritised for 2018-19 in a strategy or plan	ECD / AHL		Core budget
2.3.5	Deliver a celebration, events and cultural program which encourages community participation and capacity and celebrates diversity.	Sunshine Coast Social Strategy 2015	Identified and prioritised for 2018-19 in a strategy or plan	ECD / AHL		Core budget
2.3.6	Implement prioritised actions from the Sunshine Coast Multicultural Action Plan 2017-2020.	Sunshine Coast Multicultural Action Plan 2017-2020	Identified and prioritised for 2018-19 in a strategy or plan	ECD / CPD		Core budget
2.3.7	Implement prioritised actions from the Sunshine Coast Reconciliation Action Plan 2017-2019.	Sunshine Coast Reconciliation Action Plan 2017-2019	Identified and prioritised for 2018-19 in a strategy or plan	ECD / CPD		Core budget
2.3.8	Implement prioritised actions from the Sunshine Coast Social Strategy 2015.	Sunshine Coast Social Strategy 2015	Identified and prioritised for 2018-19 in a strategy or plan	ECD / CPD		Core budget

# A strong community

## Strategic Pathways

2.1 Safe and healthy communities

2.2 Resilient and engaged communities

2.3 A shared future where culture, heritage and diversity are valued and embraced

2.4 People and places are connected

2.5 A creative identity that supports community cohesiveness, development and wellbeing

<b>DELIVERY OF COUNCIL'S SERVICES</b> operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
2.3.9	Implement prioritised actions from the Sunshine Coast Youth Action Plan.	Sunshine Coast Youth Action Plan	Identified and prioritised for 2018-19 in a strategy or plan	ECD / CPD		Core budget
2.3.10	Implement the annual program of actions in the Sunshine Coast Heritage Plan 2015-2020.	Sunshine Coast Heritage Plan 2015-2020	Identified and prioritised for 2018-19 in a strategy or plan	ECD / AHL		Core budget
2.3.11	Deliver the events program for the 2018 Horizon Festival.	Sunshine Coast Social Strategy 2015	Identified and prioritised for 2018-19 in a strategy or plan	ECD / AHL		Core budget
2.4.6	Use digital channels to improve communication to, and collaboration with, the community such as the improved online services, SCC App, 3D, augmentation, and virtual reality.	I&T Strategy; Customer Engagement Strategy	Identified and prioritised for 2018-19 in a strategy or plan	BP / DIS	CR, AHL	Core budget, Capital works



# A healthy environment

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

To achieve our goal – **A healthy environment** - we serve our community by providing these great services

S14	<b>Beaches, foreshores, coastal infrastructure and canals</b> – providing dredging and sand replenishment, maintenance of dune fencing, revetment walls, jetties, boat ramps, pontoons, groynes and beach access, canal locks, weirs and pumps
S15	<b>Bushland conservation and habitat</b> – partnerships and education programs to protect and enhance biodiversity assets, pest animal and plant mitigation, natural area reserve network protection, enhancement and management, fire management programs
S16	<b>Recreation parks, trails and facilities</b> – providing design, maintenance and management of Council's public open space for active and passive recreation
S17	<b>Rivers, streams, estuaries and water bodies</b> – providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation
S18	<b>Sustainable growth and network planning</b> – providing land use planning, social policy, infrastructure planning and charges, flood mapping, transportation planning and environmental initiatives

## Strategies and plans

*Sunshine Coast Environment and Liveability Strategy 2017*

*Sunshine Coast Waste Strategy 2015-2025*

*Sunshine Coast Planning Scheme 2014*

*Sunshine Coast Sustainable Transport Strategy 2011-2031*

*SS Dicky Strategy*

*Sunshine Coast Council Parking Management Plan 2017*

*Local Government Infrastructure Plan*

*Pumicestone Passage Catchment Action Plan 2017-2020*

*Regional Flying Fox Management Plan 2016*

*Road Safety Plan 2016-2020*

*Sunshine Coast Koala Conservation Plan 2015*

*Shoreline Erosion Management Plan 2014*

*Sunshine Coast Recreation Trail Plan 2012*

*Sunshine Coast Active Transport Plan 2011-2031*

*Sunshine Coast Energy Transition Plan 2010-2020*

# A healthy environment

## Strategic Pathways:

- 3.1 A resilient region shaped by clever planning and design
- 3.2 Protection and enhancement of our natural assets and distinctive landscapes
- 3.3 Responsive, accessible and well managed assets and infrastructure
- 3.4 Transitioning to a sustainable and affordable way of living
- 3.5 A reputation for innovation, sustainability and liveability

PLANNING FOR THE FUTURE – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
3.1.1	Finalise the Landsborough Placemaking Master Plan.	Capital Works Streetscape Sub- Program & Streetscape Prioritisation Strategy	Implement Council resolution	LaNA / DPS	PD	Capital works
3.1.2	Develop an overarching design vision and strategy for the Sunshine Coast region and its communities.	Environment & Liveability Strategy 2017	Identified and prioritised for 2018-19 in a strategy or plan	LaNA / DPS	ESP	Operational budget
3.1.3	Proactively plan for the impacts of climate change along our coastline through the phased development of the Coastal Hazard Adaptation Strategy.	Environment and Liveability Strategy 2017	Implement Council resolution	LaNA / EO and ESP	ESP, EO	Operating project
3.1.4	Implement prioritised actions from the Environment and Liveability Strategy 2017, including the creation of major green spaces for conservation, flood mitigation and recreation; and establishing Mary Cairncross as a major conservation and recreation destination.	Environment and Liveability Strategy 2017	Identified and prioritised for 2018-19 in a strategy or plan	LaNA / ESP		Core budget
3.1.5	Finalise the draft Sunshine Coast Recreational Parks Plan.	Environment & Liveability Strategy 2017	Identified and prioritised for 2018-19 in a strategy or plan	BI / P&G	ESP	Core budget

# A healthy environment

## Strategic Pathways:

- 3.1 A resilient region shaped by clever planning and design
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PLANNING FOR THE FUTURE – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
3.1.6	Review the Sunshine Coast Planning Scheme to ensure alignment with the key policy positions adopted within the Environment and Liveability Strategy.	Environment and Liveability Strategy 2017	Identified and prioritised for 2018-19 in a strategy or plan	CEPS / Strategic Planning	ESP	Core budget
3.1.7	Develop and manage contemporary flood studies and models to support appropriate land use decisions, disaster preparation and response.	Environment & Liveability Strategy 2017	Legislated imperative	BI / TIP	TIM, Strategic Planning, DS, ESP, DM, UGP	Core budget
3.1.8	Prepare an updated Sunshine Coast Growth Management Strategy that reflects the SEQ Regional Plan 2017 and Council endorsed contemporary planning and policy documents.	Environment and Liveability Strategy 2017	Implement Council resolution	CEPS / Strategic Planning	ESP	Core budget
3.2.1	Advocate for the Protection of the Regional Inter-urban Break.	Environment and Liveability Strategy 2017	Identified and prioritised for 2018-19 in a strategy or plan	LaNA / ESP	Strategic Planning	Operating project
3.2.2	Implement priority actions arising from Landfill Closure Plans for the maintenance and rehabilitation of former landfills within the Sunshine Coast region.	Sunshine Coast Waste Strategy 2015-2025	Legislated imperative	CEPS / Waste & Resource Management	Property Management P&G	Core budget

# A healthy environment

## Strategic Pathways:

- 3.1 A resilient region shaped by clever planning and design
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PLANNING FOR THE FUTURE – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
3.2.3	Implement priority actions from the Maroochy River Canelands Strategy.	Environment and Liveability Strategy 2017	Implement Council resolution	CEPS / Strategic Planning	ESP, TIP, Property Management	Core budget
3.2.4	Prepare a report on the Cottonwood Tree, considering the overall characteristics, growth patterns and attributes of the tree, and having regard for specific locational considerations and its relationship with other related habitat.		Implement council resolution	BI / EO	ESP	Core budget
3.3.1	In partnership with the State Government, undertake prioritised planning, design and capital investment to facilitate sustainable nature based recreation and complementary commercial opportunities associated with council's environmental reserves and recreation trail assets.	Environment and Liveability Strategy 2017	Identified and prioritised for 2018-19 in a strategy or plan	LaNA / EO	ESP	Capital works
3.3.2	Develop and implement Council's Integrated Transport Strategy (former Sunshine Coast Sustainable Transport Strategy 2011-2031).	Corporate Plan 2018-2022	Implement Council resolution	BI / TIP	TIM, SP, DS, ESP, UGP	Core budget
3.3.3	Develop and manage contemporary regional and local transport models and undertake multi-modal network planning to support appropriate transport infrastructure investment decisions, support land use decisions and partner with the State for best regional transport outcomes.	Corporate Plan 2018-2022	Legislated imperative	BI / TIP	TIM, Strategic Planning, DS, ESP, UGP	Core budget
3.3.4	Manage and apply the infrastructure policy and charges to optimise funding for future growth assets.	Corporate Plan 2018-2022	Legislated imperative	BI / TIP	DS, Finance	Core budget

# A healthy environment

## Strategic Pathways:

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PLANNING FOR THE FUTURE – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
3.3.5	Coordinate the delivery of Council's Transport Levy policy and program.	Corporate Plan 2018-2022	Implement Council resolution	BI / TIP	TIM, CPD, UGP, PD	Core budget
3.3.6	Participate in strategic planning of State Government Transport Projects (Department of Transport & Main Roads) on the Sunshine Coast.	Corporate Plan 2018-2022	Identified and prioritised for 2018-19 in a strategy or plan	BI / TIP	UGP	Core budget
3.3.7	Develop a Stormwater Management Strategy.	Corporate Plan 2018-2022	Identified and prioritised for 2018-19 in a strategy or plan	BI / TIP	TIM	Operating project
3.3.8	Review, monitor and adjust the Local Government Infrastructure Plan, adopted by Council in June 2018.	Corporate Plan 2018-2022	Legislated imperative	BI / TIP	TIM, ESP, SP	Core budget
3.3.9	Implement, monitor and report on the actions of Sunshine Coast Active Transport Plan 2011-2031.	Sunshine Coast Sustainable Transport Strategy (2011-2031)	Identified and prioritised for 2018-19 in a strategy or plan	BI / TIP	TIM, Strategic Planning, DS, ESP, UGP	Core budget
3.3.10	Develop a Local Area Traffic Management Program.	Corporate Plan 2018-2022	Identified and prioritised for 2018-19 in a strategy or plan	BI / TIM	TIP	Core

# A healthy environment

## Strategic Pathways:

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<b>PLANNING FOR THE FUTURE</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
3.3.11	Develop a Roads Strategy.	Corporate Plan 2018-2022	Identified and prioritised for 2018-19 in a strategy or plan	BI / TIP	SP, UGP, TIM, DS	Core budget

## Strategic Pathways:

- 3.1 A resilient region shaped by clever planning and design
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- 3.5 A reputation for innovation, sustainability and liveability

<b>MAJOR PROJECTS</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
3.2.5	Coordinate the delivery of Council's Environment Levy including strategic land acquisition program.	Environment and Liveability Strategy 2017	Identified and prioritised for 2018-19 in a strategy or plan	LaNA / ESP	EO CR	Core budget

# A healthy environment

## Strategic Pathways:

- 3.1 A resilient region shaped by clever planning and design
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- 3.4 Transitioning to a sustainable and affordable way of living
- 3.5 A reputation for innovation, sustainability and liveability

DELIVERY OF COUNCIL'S SERVICES operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
3.1.9	Provide design and placemaking services and general advice to the capital works program.		Essential service reform	LaNA / DPS	PD, P&G CAM	Core budget
3.2.6	Utilise adaptive and cost effective delivery models to respond to growth in environmental assets and services. Respond proactively to growth in assets and services with delivery structures that are cost effective and that build on the existing branch capacity in delivering management programs for our waterways, coastal and environmental assets.	Endorsed Service Levels	Essential service reform	LaNA / EO		Core budget
3.3.12	Implement, monitor and report on the actions of Sunshine Coast Council Parking Management Plan	Corporate Plan 2018-2022	Implement Council resolution	BI / TIP	TIM, CR	Core budget
3.3.13	Implement priority actions from the Road Safety Plan 2016-2020	Corporate Plan 2018-2022	Identified and prioritised for 2018-19 in a strategy or plan	BI / TIM		Core budget
3.5.1	Strengthen environmental sustainability programs through the application of digital technology to improve information collection and application.	Environment and Liveability Strategy 2017; I&T Strategy	Identified and prioritised for 2018-19 in a strategy or plan	BP / DIS	ESP	Core budget, Capital works

# Service excellence

Positive experiences for our customers, great services to our community

To achieve our goal – **Service excellence** - we serve our community by providing these great services

S20	<b>Cemeteries</b> – providing and maintaining cemeteries for burial and ashes interment
S21	<b>Customer and community relations</b> – providing customer contact channels, media and public relations, civic and community events to keep the public informed, engaged and celebrating community life
S22	<b>Development services</b> – planning, engineering, plumbing and landscaping approvals, provision of specialist advice to the community on planning requirements, audit of private development works, investigation of complaints from the public around land use or development, management of appeals
S23	<b>Local amenity and local laws</b> – maintaining and regulating local amenity through local laws, regulated parking, community land permits and management of animals, overgrown land and abandoned vehicles
S24	<b>Property management</b> comprehensive management of Council’s land and building assets to ensure that Council’s property dealings are optimised, centrally managed, and support Councils objectives
S25	<b>Public health</b> – protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations
S26	<b>Quarries</b> – providing quarry products for construction, architectural and landscaping purposes
S27	<b>Waste and resource management</b> – collection and disposal of solid and liquid wastes, operation of waste transfer facilities and landfills, recycling and materials recovery, community education programs

## Related documentation

Customer Charter

Sunshine Coast Asset Management Plans

Customer Experience Strategy (under development)



# Service excellence

## Delivery Pathways:

- 4.1 Respecting and valuing our customers
- 4.2 Flexible and customised solutions for our customers
- 4.3 Regular and relevant engagement with our community
- 4.4 Service quality assessed by performance and value to customers
- 4.5 Assets meet endorsed standards for sustainable service delivery

PLANNING FOR THE FUTURE – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
4.2.1	Develop the 2019-2020 financial year and the 10-year Capital Works Program including scope, budget, timing, and sequencing in alignment with the corporate prioritisation policy and long term financial plans.		Legislated imperative	LaNA / PD	Finance	Capital works
4.2.2	Develop the Customer Experience Strategy	Sunshine Coast Council Corporate Plan 2018-2022	Identified and prioritised for 2018-19 in a strategy or plan	CEPS / CR	Whole of organisation	Core budget
4.2.3	Review and update the Sunshine Coast Waste Strategy 2015-2025 in line with legislative requirements.	Sunshine Coast Waste Strategy 2015-2025	Legislated imperative	CEPS / Waste		Core budget
4.3.1	Implement the Excellence in Engagement project.	Organisational Improvement Plan	Identified and prioritised for 2018-19 in a strategy or plan	ECD / CPD		Core budget and Operating project
4.4.1	Develop a quarry business plan, inclusive of the asphalt business and addressing capital requirements.		Essential service reform	BI / Fleet & Quarry Services	CAM	Core budget
4.4.2	Develop and implement a strategy to improve customer service in TIM Branch.		Essential service reform	BI / TIM	CR	Core budget
4.4.3	Implement corporate Strategic Asset Management System to deliver improvements in service levels to the community and have the capability to support a future centralised dispatch centre.		Essential service reform	BI / CAM	Whole of organisation	Capital works

# Service excellence

## Delivery Pathways:

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<b>PLANNING FOR THE FUTURE</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
4.4.4	Investigate strategies for Vector Control adjacent to new large scale residential developments (focussing on Caloundra South, Palmview and Bli Bli North) for mosquito breeding risks.		Implement Council resolution	CEPS / CR		Core budget
4.5.1	Develop a Corporate Asset Management Plan.		Legislated imperative	BI / CAM	Whole of organisation	Core budget

## Delivery Pathways:

- 4.1 Respecting and valuing our customers
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- 4.5 Assets meet endorsed standards for sustainable service delivery

<b>MAJOR PROJECTS</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
4.2.4	Procurement, development and implementation of Program Activate for rollout of Customer Relationship Management System (CRMS), Strategic Asset Management System (SAMS) and Human Capital Management (HCM) and program of cultural change including Customer Experience Strategy.	Program Activate, Asset Management Plan, I&T Strategy	Essential service reform	BP CEPS BI	BusDev, DIS, Finance, P&C, CR, CAM, OCEO	Operational project, Capital works
4.4.5	Develop the Smart City Management Platform to integrate with asset management, operational support and new smart city services.	I&T Strategy, Smart City Implementation Plan	Implement Council resolution	BP / DIS	Whole of organisation	Capital works

# Service excellence

## Delivery Pathways:

- 4.1 Respecting and valuing our customers
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- 4.5 Assets meet endorsed standards for sustainable service delivery

<b>MAJOR PROJECTS</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
4.5.2	Continue the progress of the Living Lab to test and experiment with new business technology development for our smart region and progress related industry and investment attraction.	I&T Strategy, Smart City Implementation Plan	Implement Council resolution	BP / BusDev	DIS	Capital works
4.5.3	Support and facilitate the ongoing delivery of new development and infrastructure in the major development areas of Kawana Waters and Palmview.	Sunshine Coast Planning Scheme 2014	Legislated imperative	CEPS / DS	UGP , Strategic Planning	Core budget

## Delivery Pathways:

- 4.1 Respecting and valuing our customers
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- 4.4 Service quality assessed by performance and value to customers
- 4.5 Assets meet endorsed standards for sustainable service delivery

<b>DELIVERY OF COUNCIL'S SERVICES</b> operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
4.1.1	Review the Sunshine Coast Cemetery Plan 2012 -2027.	Sunshine Coast Cemetery Plan 2012-2027	Identified and prioritised for 2018-19 in a strategy or plan	CEPS / CR		Core budget
4.2.5	Provide effective procurement related customer engagement activities, including bi-annual Supplier Briefings and Doing Business with Council Workshops.	Procurement Policy	Identified and prioritised for 2018-19 in a strategy or plan	BP / BusDev	Whole of organisation	Core budget

# Service excellence

## Delivery Pathways:

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<b>DELIVERY OF COUNCIL'S SERVICES</b> operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
4.2.6	Administer and review Councils' local laws and relevant State legislation in a manner that supports councils' economic community and environmental goals for the region and is consistent with statutory obligations.		Implement Council resolution	CEPS / CR	Corporate Governance	Core budget
4.3.2	Annual review and development of corporate plan 2019-2023, which involves staff in its development and use, and evolves the content and public presentation, including webpage narration and videography.		Legislated imperative	OCEO	Whole of organisation	Core budget
4.3.3	Review and refresh the Council brand to ensure it remains lively, interesting and contemporary across all communication tools and channels.		Essential service reform	OCEO / Communication	Whole of organisation	Core budget
4.3.4	Local Law Review (5 yearly).	SCC Local Laws	Essential service reform	OCEO / Corporate Governance	CR	Core budget
4.4.5	Provide information, undertake audits and deliver education programs with a focus on achieving consistent and compliant development outcomes for the community.	Sunshine Coast Planning Scheme 2014	Legislated imperative	CEPS / DS	Strategic Planning, DR	Core budget
4.4.6	Position Development Services to effectively meet business and legislative requirements into the future with a focus on statutory assessment and compliance, ensuring timely decision making, positive customer experiences and strong industry engagement.	Sunshine Coast Planning Scheme 2014	Legislated imperative	CEPS / DS	TIP	Core budget
4.5.4	Implement the Depot Strategy.	Endorsed Depot Strategy	Implement Council resolution	BP / Property,	Whole of organisation	Capital works

# Service excellence

## Delivery Pathways:

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- 4.4 Service quality assessed by performance and value to customers
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<b>DELIVERY OF COUNCIL'S SERVICES</b> operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
4.5.5	Implement the parks and gardens strategic asset management system across all Branch teams.	Environment & Liveability Strategy, Corporate Plan 2018-2022	Essential service reform	BI / P&G	CAM	Core budget
4.5.6	Deliver agreed CAM 2018-19 Capital Works Program projects.		Implement Council resolution	BI / CAM	PD, EO, Waste	Capital works

# An outstanding organisation

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

To achieve our goal – **An outstanding organisation** – we serve our community by providing these great services

S28	<b>Elected Council</b> – providing community leadership, democratic representation, advocacy and decision-making
S29	<b>Financial and procurement services</b> – financial and procurement management and governance, ensuring effective business management and legislative compliance, coordination and development of Council's budget process, administration of financial systems, sundry debtors, accounts payable, financial and asset accounting, treasury, procurement, contract and supply functions
S30	<b>Fleet management</b> – providing procurement, maintenance and support to Council's light fleet, heavy fleet, trucks and equipment and co-ordination of externally hired plant and equipment
S31	<b>Governance</b> – providing internal leadership, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported
S32	<b>Human resource management</b> – cross organisational guidance and support to staff at all levels
S33	<b>Information and communication technology</b> – providing agile and transformative information and technology enabling Council to be a leader in delivering innovative and sustainable services to its community

## Related documentation

*People Strategy 2017–2019*

*ICT Strategy 2011–2016*

*Draft I&T Strategy 2018-2028; Information Management Strategy; Digital Strategy*

*Property Management Strategy*

*Corporate Plan 2018-2022*

*Financial Sustainability Plan 2015–2025*

# An outstanding organisation

## Performance Pathways

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

5.2 Investment in core capabilities and opportunities for staff to lead, learn and grow

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

5.4 Collaborative, proactive partnerships with community, business and government

5.5 A reputation for implementing innovative and creative solutions for future service delivery

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

PLANNING FOR THE FUTURE – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
5.1.1	Actively engage with staff in relation to the Workplace Strategy and future ways of working.	Workplace Strategy	Essential service reform	BP /Property Management	P&C, DIS, OCEO	Operating project
5.1.2	Develop a comprehensive workplace health and safety reporting framework to complement safe work practices across Council.	People Strategy 2017-2019	Identified and prioritised for 2018-19 in a strategy or plan	BP / P&C,		Core budget
5.2.1	Coordinate the implementation of the Outstanding Organisation framework to build organisational capability.	Corporate Plan 2018-2022	Identified and prioritised for 2018-19 in a strategy or plan	OCEO	BP, Whole of organisation	Core budget
5.2.2	Implement Stage 2 components of the People Strategy including increasing capability within People and Culture to operate as strategic business partners.	People Strategy 2017-2019	Identified and prioritised for 2018-19 in a strategy or plan	BP / P&C		Core budget
5.2.3	Design and deliver Council's Performance Development Framework.		Essential service reform	BP / P&C,	Whole of organisation	Core budget
5.3.1	Implement a new recruitment approach across council to improve the selection experience for all through an outstanding process.		Implement Council resolution	BP / P&C	OCEO	Core budget

# An outstanding organisation

## Performance Pathways

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

5.2 Investment in core capabilities and opportunities for staff to lead, learn and grow

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

5.4 Collaborative, proactive partnerships with community, business and government

5.5 A reputation for implementing innovative and creative solutions for future service delivery

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

<b>PLANNING FOR THE FUTURE</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
5.3.2	Deliver a strategy to embed Leadership Capability Development through the outstanding organisation framework.	Outstanding Organisation framework	Identified and prioritised for 2018-19 in a strategy or plan	P&C, Business Performance	OCEO	Core budget
5.3.3	Local Government Electoral Boundary Review Submission.	Local Government Electoral Act 2011	Legislated imperative	Corporate Governance	OCEO	Core budget
5.4.1	Implement the Regional Partnership Agreement with the University of the Sunshine Coast (USC).		Implement Council resolution	OCEO	Whole of organisation	Operating project
5.4.2	Develop and implement Commonwealth and State Advocacy Plans.		Essential service reform	OCEO	Whole of organisation	Core budget
5.4.3	Develop and implement a strategic relationship management program.		Essential service reform	OCEO	Whole of organisation	Core budget
5.5.1	Implement the Sunshine Coast Council Corporate Innovation Strategy.		Essential service reform	OCEO	Whole of organisation	Core budget
5.5.2	Corporate Depot Management – master planning.	Corporate Plan 2018-2022	Identified and prioritised for 2018-19 in a strategy or plan	BI / CAM	PD BP	Core budget



# An outstanding organisation

## Performance Pathways

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5.2 Investment in core capabilities and opportunities for staff to lead, learn and grow

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

5.4 Collaborative, proactive partnerships with community, business and government

5.5 A reputation for implementing innovative and creative solutions for future service delivery

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

PLANNING FOR THE FUTURE – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
5.6.1	Develop an organisational performance and accountability plan.	Corporate Plan 2018-2022	Identified and prioritised for 2018-19 in a strategy or plan	OCEO	Whole of organisation	Core budget
5.6.2	Develop and implement an internal communication framework to underpin the outstanding organisation framework.	Outstanding Organisation Framework	Identified and prioritised for 2018-19 in a strategy or plan	OCEO		Core budget
5.6.3	Replace the Corporate Performance Reporting Tool.	Corporate Plan 2018-2022	Essential service reform	Corporate Governance	OCEO DIS	Operating project
5.6.4	Undertake a program for rolling asset revaluation.		Legislated imperative	BP / Finance		Operating project
5.6.5	Manage Councils budget in alignment with sustainability ratios to ensure a sustainable financial position is maintained.		Legislated imperative	BP / Finance		Core budget
5.6.6	Develop a Plant and Fleet Procurement Strategy.	Plant and Fleet Procurement Strategy	Identified and prioritised for 2018-19 in a strategy or plan	BI / Fleet & Quarry Services	BusDev	Core budget
5.6.7	Undertake a review of council policy, procedures, guidelines and organisational approach to Closed Circuit Television (CCTV) surveillance and privacy.		Essential service reform	OCEO / Corporate Governance	CPD	Core budget

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<b>MAJOR PROJECTS</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
5.1.3	Develop mobile workforce and future workplace technology options.	City Hall and Workplace Accommodation Strategies; I&T Strategy	Implement Council resolution	BP / Property Management	DIS	Capital works
5.5.3	Implement an In-Vehicle Monitoring System (IVMS) to improve reporting on vehicle utilisation.		Essential service reform	BI / Fleet & Quarry Services	P&C BusDev	Core budget

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<b>DELIVERING COUNCIL'S SERVICES</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
5.4.4	Partner with Universities, including the University of the Sunshine Coast (USC), peak research institutions and the community to attract research investment to inform council's planning and decision making for the management of environmental and coastal assets.		Essential service reform	LaNA / EO		Core budget
5.4.5	Manage incoming sponsorship arrangements for Council's community programs and events.	Sunshine Coast Social Strategy 2015	Identified and prioritised for 2018-19 in a strategy or plan	ECD / AHL		Core budget
5.6.8	Enable improved mobilisation and collaboration through the provision of devices, solutions and training to ensure effective and flexible workforce management and accommodation solutions.	I&T Strategy; I&T Transition Plan; Workplace Strategy	Identified and prioritised for 2018-19 in a strategy or plan	BP / DIS	P&C Strategic Property	Core budget
5.6.9	Review, refine and enhance the Enterprise Project Governance Framework to include project prioritisation, governance and reporting.		Essential service reform	OCEO	PD	Core budget
5.6.10	Develop and expand the existing Project Management Office as a 'virtual hub' to support the delivery of capital and operational projects through consistent governance and quality process control for project management across the organisation, including implementation of advanced technical user functionality, workflow and executive level reporting.		Essential service reform	OCEO LaNA / PD	BusDev DIS	Operating project

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<b>DELIVERING COUNCIL'S SERVICES</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
5.6.11	2018-19 financial audit completed on program, with unmodified audit opinion		Legislated imperative	BP / Finance		Core budget
5.6.12	Co-ordinate and develop the 2018/19 budget.		Legislated imperative	BP / Finance	Whole of organisation	Core budget
5.6.13	Co-ordinate and implement the 2018-19 internal audit program.		Legislated imperative	OCEO / Audit & Assurance	Whole of organisation	Core budget
5.6.14	Transition technology infrastructure to cloud services.	I&T Strategy; I&T Transition Plan	Essential service reform	BP / DIS		Core budget
5.6.15	Build trust in information security through improved governance frameworks and continuous improvements and skills development in cyber security management.	I&T Strategy Information and Security Policy	Identified and prioritised for 2018-19 in a strategy or plan	BP / DIS		Core budget
5.6.16	Implement DIS Deep Dive Review outcomes.		Essential service reform	BP / DIS		Core budget
5.6.17	Implement P&C Deep Dive Review outcomes.		Essential service reform	BP / P&C		Core budget

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<b>DELIVERING COUNCIL'S SERVICES</b> – operational activities		Alignment to Strategy/ Master Plan	Criteria for Inclusion	Lead Group/ Branch	Collaborating Branch(es)	Budget Source
5.6.18	Establish an integrated approach to identifying, capturing, evaluating, retrieving, and sharing the Council's knowledge.	I&T strategy Core service	Essential service reform	BP / DIS	Whole of organisation	Core budget
5.6.19	Develop and implement Big Data and Analytics Program	I&T Strategy DIS Transition Plan	Identified and prioritised for 2018-19 in a strategy or plan	BP / DIS	Whole of organisation	Operating project Capital works

