



**Chief Executive Officer's Quarterly Progress Report  
on Implementation of Corporate and  
Operational Plans**

**Quarter 2**

**1 October 2011 to 31 December 2011**



## About this Report

This report provides information on the operations and achievements for the Sunshine Coast Regional Council, in relation to implementing its Corporate and Operational Plans for the period 1 October to 31 December 2011.

As well as meeting legislative requirements, this report has been designed to give the reader an understanding of the work that Council undertakes, including progress with implementing strategic direction, overview of operations and Council's activities over the quarter. The report has been compiled in the following sections:

### **CEO's Report**

Provides an overview of Council's strategic direction, including the Corporate Priority Areas for Council and implementation of the Corporate Plan.

### **Review of Operations**

A snapshot of each department of Council, over the past quarter. Presented by each Executive Director, this section of the report highlights key projects, achievements and implementation of the Operational Plan.

### **Financial Information**

Provides an update on capital programs and financial operating position.

### **Reporting Calendar 2011/2012**

- Quarter 1 Report – Presented October 2011
- Quarter 2 Report – Presented February 2012
- Quarter 3 Report – Presented April 2012
- Quarter 4 Report – Presented July 2012



## Chief Executive Officer's Report

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*"In October council undertook its first interstate investment mission. More than 20 companies were engaged and numerous leads are being pursued as a result of the mission. Council's commitment to this approach is about strengthening the region's economy."*

### Overview

In October, as part of the promotion of the Sunshine Coast region through the Business Investment Framework, council undertook its first interstate investment mission. Focusing on the Cleantech and renewable energy sector, I joined council and business representatives on the mission to Melbourne. More than 20 companies were engaged and numerous leads are being pursued as a result of the mission.

This inaugural investment mission follows council's endorsement in September of a new economic package, Delivering a Natural Advantage to Business, that will support local business and encourage job creating investment on the Sunshine Coast. Council's commitment to this approach is about strengthening the region's economy, encouraging jobs for the people who live here and supporting our local businesses to flourish. Further investment missions are planned over the coming 12 months.

During the quarter discussions continued with the Horton Park Golf Club to finalise the resumption agreement that will secure the long-term future of the club and the Maroochydore town centre. The Resumption Agreement was forwarded to the State Government for their approval and gazettal of the transfer of the golf club land to council.

In September, the club's members voted to accept the new agreement which affords the club the necessary time to develop their new golf course, and provides council with ownership of the Maroochydore land. Having ownership of the land will allow council to accelerate the marketing and investment development of Maroochydore along with the job creation that is so important for the region. Under the current timeframe, council will gain full access to the existing Horton Park site in July 2014 enabling works to commence for that part of the new Maroochydore town centre.

During the quarter Council, through the Sunshine Coast Airport, has been working to negotiate direct fly-in/fly-out (FIFO) charters into northern Queensland areas and has been successful in securing its first regular charter flights to Claremont. The Airport is continuing to talk with mining and resource companies, airlines and charter operators to secure more direct flights. A survey undertaken by the Airport during the quarter highlighted that nearly 2000 trips each week are made from the Sunshine Coast to Northern



Queensland airports, such as Rockhampton, Mackay, Moranbah, Cairns and Townsville, via the Brisbane Airport. These trips are predominantly for business, mining and construction purposes.

In addition, council has been working with Regional Development Australia (RDA) Sunshine Coast on a joint funding proposal with the RDA Wide Bay for a FIFO Coordinator to cover both regions. Securing this Commonwealth funded position will assist to attract and maintain services and assist to connect small businesses to major suppliers on the Sunshine Coast.

In November, the Sunshine Coast Airport was recognised as the Australian Major Airport of the Year at the 2011 Australian Airports Association Annual Convention. The award acknowledged the innovative approach taken in successfully redeveloping the airport terminal to capture the unique feel of the Sunshine Coast. Congratulations to everyone at the Sunshine Coast Airport.

In November, Council received Ministerial approval to adopt its new suite of local laws and subsequently, in December, council adopted its new suite of local laws. These local laws took effect across the Sunshine Coast on 1 January 2012.

Reducing the existing set of three local laws – down from 95 (51 local laws and 44 subordinate local laws) to 12 (6 local laws and 6 subordinate local laws) – is a significant step forward in creating greater certainty and clarity for the community. I would like to thank all staff who assisted from across the organisation in achieving this outcome.

Council, like many other councils and organisations across Queensland, responded to requests for information from the Commission of Inquiry into the State's flood disaster during the quarter. The Commission of Inquiry delivered its interim report in August, covering matters associated with flood preparedness to enable early recommendations to be implemented before next summer's wet season. Council spent considerable time and effort implementing the recommendations contained in the Interim Report.

Two items addressed by council were undertaking a risk hazard assessment project to determine levels of risk for the region in relation to potential disasters and develop evacuation plans for the region. Both the risk hazard assessment and evacuation plans were completed and included in new draft Sunshine Coast Local Disaster Management Plan.

Further, in November staff from all parts of the organisation participated in a major training exercise with various state government and emergency services agencies and local volunteer groups to test our evacuation plan. The disaster events that struck many parts of Queensland in early 2011 serve as a timely reminder for everyone to be prepared.

In the following reports, the Executive Directors have highlighted the key activities and achievements within each of the Departments. I commend the reports to you as overviews of the progress of Council's strategic and operational programs.

John Knaggs  
Chief Executive Officer

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## Community Services

### Department Overview of Operations

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*“Community Services staff focussed on the delivery of the Festive Season Strategy and were involved in over 50 activities and events that were attended by more than 100,000 people across the region. New Year’s Eve at Mooloolaba attracted 40,000 people and was a great success. The end of 2011 saw a number of key strategies completed, 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.”*

Coralie Nichols  
Executive Director, Community Services

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### About the Department

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The Community Services Department is a key frontline service delivery team of 900 committed staff, offering over 40 products and services. Staff engage with our community approximately 10,000 times per week. Delivery of our products and services is underpinned by the department’s mission to “actively engage with the communities of the Sunshine Coast and partner with them to grow their capacity and to better respond to their needs through the delivery of quality, timely and value for money services.”

Products and services produced by Community Services are delivered through its six branches:

- ▶ Customer Relations
- ▶ Human Resources
- ▶ Library & Gallery Services
- ▶ Community Response
- ▶ Community Facilities
- ▶ Community Development

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### Strategic Direction

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The department’s strategic focus and achievements for the quarter that align with council’s corporate plan are summarised in the following table:

#### Robust Economy

#### 1.2 Support for local business

In partnership with other areas of Council, Community Services have provided support to businesses hosting events over the festive period on community land.

Council’s libraries continue to deliver informational programs for small businesses across the region. This quarter Council’s library staff hosted a ‘Marketing with No Money’ workshop that reached over 360 participants.



### Innovation and Creativity

#### 1.4 A sustainable tourism industry

A Memorandum of Understanding was signed in December 2011 by Council, Sunshine Coast Destination Ltd (SCDL) and the four Tourism Advisory Panels setting out the broad principles around which the parties will negotiate and implement the transfer of Council's Visitor Information Centres to SCDL.

#### 3.2 The education sector as a catalyst for business development

In December 2011, Council's libraries launched an initiative called Y shop (the 'Y' stands for 'youth'). The initiative aimed to enable young people with creative talent the chance to showcase their creative products in the lobbies of libraries across the coast. The Y shop participants were provided with tables in the foyers of libraries every Saturday morning which enabled them to display their creations for sale. Approximately 20 young people took part in the initiative, and community and participant response has been overwhelmingly positive. Two business mentoring sessions have also been held, providing information on how to improve their endeavours. Attendance at these sessions totalled about 60, with only 5 being Y shop participants and the rest being other young people who were not yet part of the program. The Eumundi Markets have also agreed to mentor participants as well as providing the opportunity for nominated Y shop stallholders to have stalls at the Eumundi markets. The initiative will continue to be developed over time. A number of the Y shop participants have now established online outlets for their products.

#### 3.3 A creative and artistic region

It was resolved at the October 2011 Ordinary Meeting to hold over the draft Creative Communities Plan, 2011-2016 to enable a scoping workshop to be held with Councillors and appropriate staff. Professor Julianne Schultz AM from Griffith University Centre for Public Culture and Ideas facilitated the workshop in December, 2011. Work on this draft Plan continues.

In November Council adopted a Public Art Policy. This policy provide direction for council's role in the identification, development, planning, assessment, approval, management, maintenance and deaccessioning of public art and artistic services across the Sunshine Coast region.

An Arts Industry Incubators Feasibility Study (interim report) was presented to Council in December, 2011. Council resolved to progress the finalisation of the six recommendations contained in the report and requested a final report be presented to Council in February, 2012.

The review of utilisation rates of Council's cultural venues and facilities aimed at increasing usage is also underway. A workshop with Councillors has taken place and condition reports for the facilities are being finalised.

Work on the Markets Policy guidelines is now being collaboratively undertaken by Community Services, Development Services and Property and Business. It is anticipated that Council will be updated on this work early 2012.

Over the school holiday period various workshops and family days were held in the Noosa and Caloundra Galleries to support the artistic interests of children under the aged of 12 years. These workshops were well attended and received.



### 3.4 Council's working culture is dynamic, flexible and entrepreneurial

The Executive Leadership Team has endorsed an organisational wide annual performance appraisal process. The Human Resources Branch has rolled out training for manager's to assist in undertaking this task. The performance profile process provides a dedicated opportunity for management and staff to discuss recent performance, plan future activities and nominate learning and development opportunities. All indoor and field staff are expected to have completed a performance appraisal no later than September, 2012.

#### Health and Wellbeing

### 4.1 Safe and healthy communities

In anticipation of Council adopting of the new Local Laws Community Response staff have been undertaking a comprehensive training program and developing new community information and communication materials to help facilitate the implementation process for early 2012.

Alternative payment options for dog and cat registrations continue to be explored in order to maximise opportunities for payments and incentives for animal and renewals. The review of animal pound processes and exploration of potential partnerships has continued. Scheduled discussions with Community Leasing and Assets in early 2012 will aid future scoping and partnerships.

Development of an integrated Mosquito Control Management Plan for the region is also progressing on time. A strategy for implementing the freshwater program has also been created; this will improve our ability to gather relevant and required information to inform better processes in managing this area.

The roll out of proactive education programs from Community Response branch continue to be well received. Noise education and food handler training courses have been conducted to increase knowledge and understanding safe practices. 28 responsible pet ownership presentations were delivered to schools under the *PetPEP* program.

Earlier this year in response to Queensland State Government legislative changes, Sunshine Coast Council commissioned an independent risk assessment report examining eleven sites currently operating as Large Dangerous Goods Locations on Council footpaths and lands. In December, 2011 five of these sites received directives from Council to address significant risks associated with the pumping of fuel. With the assistance of the Department of Main Roads two of these sites have re-opened following modifications to their infrastructure. Another of the sites has ceased pumping fuel and will decommission their tanks, and the other two sites are seeking a review of the directive. This matter will now be progressed by the Queensland State Government under the *Work Health and Safety Act 2011*.

### 4.2 Active lifestyles

This quarter has seen continued implementation of many of the activities scoped out in recently endorsed plans including the Sport and Active Recreation Plan, the Aquatics Plan and the Skate and BMX Strategy. Community service activities in this area strongly align with Council's Wellbeing Charter which seeks to address community wellbeing for all.

Community Services has been implementing the Federal Government funded



Healthy Communities Initiative which is a community based physical activity and healthy eating program for targeted populations. This program will be rolled out more extensively in 2012.

Sustainability reviews of council's sport and recreation facilities have been ongoing in conjunction with Building and Facility Services and Environment Policy Unit with several initiatives now implemented.

### Social Cohesion

#### 5.1 Equity and opportunities for all

In this reporting period Council adopted a Reconciliation Action Plan. This Plan seeks to ensure that council effectively works in partnership with the State and Federal government, non-government agencies and the local community to build resilient and strong Aboriginal and/or Torres Strait Islander cultural awareness. The adoption of the Plan has been warmly received by local Aboriginal and Torres Strait Islander people living and working on the Sunshine Coast.

Staff in Community Development have commenced implementing the Access and Inclusion Plan that sets the direction council's overall strategic approach to improving access to council's services, facilities, open space and decision-making processes which will lead to a more inclusive region. The Plan provides a set of intended outcomes and seven principles to guide council's decision-making and also sets out roles and responsibilities of various parts of council.

#### 5.2 Strong community groups and networks

Community Development is pleased to report that the development of the Community Portal is at its final stages. In place of the Community Information Services database, the portal will provide an interactive one-stop-shop which facilitates better information sharing and social media networking capabilities. A soft launch is scheduled during February 2012.

#### 5.3 A sense of identity and belonging

This quarter featured a significant number of activities carried out in accordance with the Festive Season Strategy. Approximately 100,000 people attended more than 50 events including Christmas tree lighting and New Year's Eve celebrations across the region. Staff are now focussed on delivering activities associated with the Australia Day.

Council Library membership has increased to 136,000 card holders. Three membership drives are planned for 2012 the National Year of Reading. Partnership opportunities and initiatives continue to be explored with other libraries nationally, Telstra, the Queensland Education Department and several not-for-profit groups.

#### 6.4 A community that recognises the importance of universal access and equity

The Access and Inclusion Plan was endorsed by CEO in December 2011. It reflects Council's commitment to promoting social justice and social inclusion and to reducing barriers to civic and community participation. The plan will be formally launched early 2012.





### Great Governance 8.4 Highly skilled, engaged and valued workforce

Results of the 2011 Organisation Climate Survey were received in October 2011. The overall result was positive demonstrating a committed workforce with good levels of employee engagement. Managers and staff groups have been briefed on the results of the survey and are currently being supported by Human Resources to develop corporate and team specific strategies and initiatives for roll out in 2012.

Field and indoor Award based staff voted in support of the new Certified Agreement outlining Council's employment conditions for the next 3 years. Human Resources are working to revised policy guidelines in accordance with changes to the Agreement.

Human Resources have also delivered Code of Conduct training sessions for 1630 staff in this quarter.

### 8.5 Advocacy and partnerships

Partnership is a key element in the successful implementation of Council strategies and plans. Community Services is focused on continuing efforts to develop strong partnerships through a number of service areas, notably Community Development's role in engaging with the community to establish the next implementation phase of the Sunshine Coast Community Plan and the facilitation work currently undertaken to assist with the Beerwah Place+ program.

### 8.6 An informed and engaged community

The Media and Public Relations team continues to work with the organisation to enhance and develop Council's ability to inform and engage with the community with regards to Council services and activities.

The December edition of the *Encompass* magazine provided an extensive focus on achievements in 2011. This edition included a survey which will help shape the content and direction of the final edition for this financial year. Council's e-newsletter and usage of social media capabilities through Facebook continues to broaden Council's communication reach, with more than 800 subscribers in December 2011.

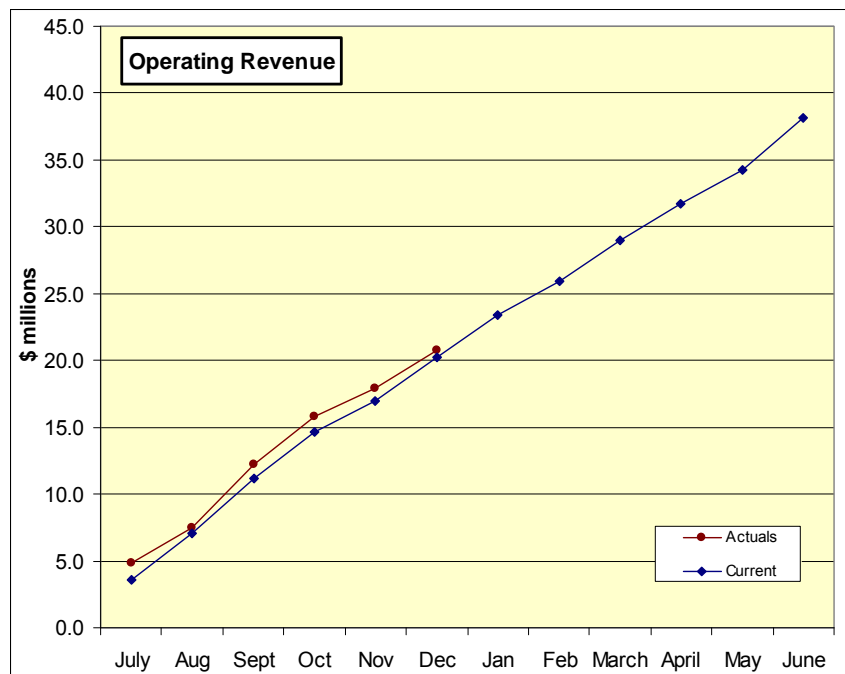
### 8.7 Excellence in customer service

This quarter saw the increase in Customer Contact Centre activities due to the annual rates and animal registrations cycles. Counter volumes increased by 42%. Service levels on average reached a customer satisfaction rate of above 80%.

*MyCouncil* will be launched in conjunction with the Community Portal January/February 2012. This web site has been built to include e-commerce capabilities and whilst initially introduces the interface for residents to pay for rates and animal registrations online, the functionalities will eventually include many more self-service features.

## Financial Performance

### Revenue

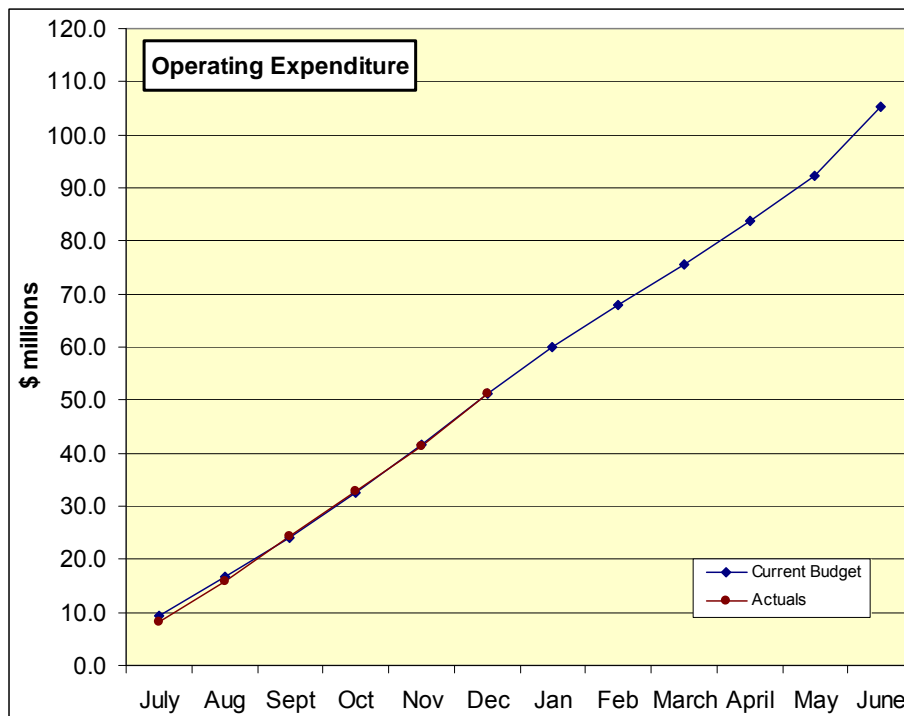


Operating revenue has exceeded the year to date budget by \$558k or 6%.

\$335k relates to trainee grants that are expected to be disbursed to the organisation during February 2012. Other positive variances include:-

- \$94k Community & Cultural Venues (predominantly Nambour Civic Centre and Lake Kawana Community Centre);
- \$53k Cemetery Services due to an increase in general burial numbers. Physical presentation of grounds is believed to be a contributing factor to more consumers opting for burials. Sales of memorial plaques increased due to introduction of online Memorial/Plaque applications and referral from funeral suppliers to council, high level customer service and improvement to Niche walls and consideration of special personal requests.
- \$48k Community Land Permits – predominantly footpath dining.

### Expenditure



Operating expenditure is generally on track – under budget by \$110k or 0.003%.

## Operational Performance

### Community event highlights this quarter included:

- New Years Eve at Mooloolaba was a great success with over 40,000 attending. Council events over Christmas and New Year attracted over 100,000 people.
- Christmas Tree Trail and Festive Season Event Guide, listing more than 50 individual community celebrations across the entire Sunshine Coast region.
- The annual Sundayze Series brought free entertainment to communities with 6 events support by businesses in the local area.

### Major community and partnership initiatives this quarter included:

- Reconciliation Action Plan was endorsed by Council and is one of the first in formalised plans in Queensland.
- Access and Inclusion Plan endorsed by Council.
- Community Portal - the council's one stop web space is in its final stages of development and ready for a soft launch in the New Year.
- Memorandum of Understanding for the transmission of Visitor Information Centres to Sunshine Coast Destinations finalised.



- **Initiatives to improve organisational performance and responsiveness:**
- Continuation of new Code of Conduct training for all staff, 1630 have attended training.
- New performance planning review framework has been introduced. Training for managers have been organised to facilitate implementation process across the organisation.
- A new Certified Agreement has been reached, and was certified by Queensland Industrial Relations Commission in October 2011.

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## Outlook

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With a successful 2011 behind us the Community Services Department is now engaged to embrace the year ahead.

In 2012, Community Services will continue to focus on refining our ability to service, support and develop our communities. The launch of the Community Portal and *MyCouncil* will bring about a better level of service delivery in meeting our community's need, as well as growing our ability to engage and build partnerships.

Preparations are well underway for the Australia Day Awards and the biggest citizenship ceremony of the year will be held in January 2012.

The Community and Performance Venues Unit are proud to announce the first professional live theatre program to commence in 2012 by Performing Arts Centre's operated by Sunshine Coast Council including The J @ Noosa, Nambour Civic Centre and Lake Kawana Community Centre.

The Sunshine Coast Events Network (SCENE) will continue building partnerships with internal and external stakeholders as we move into 2012. A 2011 SCENE Finalisation Report which summarise the programs performance during 2011 is being completed and includes a proposed 2012 calendar and approach for the program.

In 2012, we look forward to the finalisation of Creative Communities Plan, a regional Cemeteries Plan, Art Incubators Plan, a Libraries Strategy and the implementation of the new Local Laws. Ongoing implementation of the recommendations within the departments endorsed planning documents and masters plans will continue.



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## Finance and Business

### Department Overview of Operations

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*“During the last few months of 2011, work undertaken by the department produced positive and tangible outcomes for the region. These included an interstate investment mission to attract business to our Cleantech and renewable energy sector and the introduction of fly-in/fly-out charters from Sunshine Coast Airport. In addition, an impressive \$26.8m in funding from other levels of government was secured during the first half of the 2011/12 financial year, with a further \$16.7 m of funding applications currently under consideration. And, as in previous years, the Caloundra Music Festival and the Australian PGA Championship attracted thousands of local, interstate and international visitors to the region – as well as boosting our local economy.”*

Greg Laverty  
Executive Director, Finance and Business

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### About the Department

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The Finance and Business department consists of nine corporate branches and businesses:

- ▶ Airports
- ▶ Commercial & Procurement
- ▶ Corporate Governance
- ▶ Council Services & Business Integration
- ▶ Economic Development
- ▶ Finance
- ▶ Information Communication Technology Services
- ▶ Property & Business
- ▶ Value & Success

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### Strategic Direction

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The department's strategic focus and achievements for the quarter that align with council's corporate plan are summarised in the following table.

#### Robust Economy

##### 1.1 A broad economic base

In October, as part of promotion of the region through the Business Investment Framework, the new website went live and an inaugural Investment Mission to Melbourne was undertaken.

Finalisation of an Action Plan to implement opportunities associated with the Queensland Health Sunshine Coast University Hospital partnership continued, with a focus on strategic workforce planning, local industry participation, support for pre-qualification for local business, and regionalisation of the government workforce.



### 1.2 Support for local business

By the end of the quarter, \$81.1 million had been procured from local business for the 2011/2012 financial year.

Tender information sessions incorporating training on the procurement framework and development of tender documentation were conducted, and 3,787 subscribers registered for council's tender alert service.

Council's suite of new business support products was released to the market, supported by a dedicated business website. Demand was strong, with more than 20 weekly enquiries and positive testimonials received from users.

### 1.3 Infrastructure for economic growth

Sunshine Coast Airport saw the introduction of new fly-in/fly-out charters, development and implementation of a marketing strategy for the car park, and work on the taxi facilities. Redesign and marketing of the Sunshine Coast Aerospace Precinct commenced. As part of the Airport Master Plan Economic Impact Study, tenders were called for the Environmental Management Plan. Council approved the New Runway Strategy project move to the Economic Impact Study phase, and core contracts were tendered.

In November, a workshop with Urbis and key stakeholders was held to review the draft report on the Commercial Investment Attraction Plan for Maroochydore. The final report received from Urbis in December is under assessment.

### 1.4 A sustainable tourism industry

In October, more than 14,000 people attended the Caloundra Music Festival. The following month, the Australian PGA Championship held at the Hyatt Coolum attracted 36,000 attendees. The events injected approximately \$15 million into the region. Preparation of the Major Events Strategy continued.

### 1.5 A strong rural sector

Drafting of the Rural Futures Strategy continued and the consultation report on the community workshops held was delivered by Engagement Plus.

In December, a councillor workshop to agree on Toolkit items for the Canelands Master Plan was held.

### 3.2 The education sector as a catalyst for business development

Funding for Critical Skills was received and contracts put in place with Sunshine Coast Institute of TAFE and the Federal Government, with training being delivered on schedule.



### Health and Wellbeing 4.2 Active lifestyles

Refurbishment began on the Quad Park Precinct sporthouse for use by local sporting groups commenced.

### Accessibility and Connectedness

#### 6.3 Affordable access to contemporary communication services

Council facilitated the first Sunshine Coast National Broadband Network Satellite Services, and worked with the major mobile broadband carriers to encourage additional investment on the coast.

### Great Governance

#### 8.1 Ethical, accountable and transparent decision-making

The major focus of the Sunshine Coast Council Governance Framework project was on the Governance Self Assessment phase.

Content for the orientation and education program for councillors following the 2012 election was considered. There was continuing liaison with the Department of Local Government and Planning, Local Government Managers Australia, and the Local Government Association of Queensland in relation to the election. Key milestones were identified, internet and intranet information sites were established, election guidelines were developed for Councillors and staff, and a coordinated response prepared for potential candidates' requests. Divisional boundaries were finalised and mapping completed.

#### 8.2 Effective business management

Liaison continued with the Queensland Competition Authority in relation to the competitive neutrality complaint concerning the Waste & Resource Management business activity.

There was further progress with the turnaround of the Quarries Business Unit with a continuing focus on excellence in customer service (product availability, quality and delivery) and increased operational productivity and efficiency.

The Contracts Governance Committee approved 32 tenders/quotes, established 23 contracts and 10 supplier panels, approved 22 contract variations and 11 contract extensions, and let five leases to facilitate the delivery of capital works, operational and service delivery programs.

Council endorsed a draft Public Lighting Plan and called for expressions of interest.

Business support included analysis/business cases for the Carbon Neutral Plan; an aquatic centres operating model; mobile broadband testing; business investment policy; a support program for local business; a solar implementation spearhead energy project; a landfill gas contract; and the Pelican Waters Southern Lake infrastructure agreement. A submission was made to the Local Government Association of Queensland on Sustainable Futures Fund.

The 2011-2012 Register of General Fees and Charges was published and a review of internal cost allocations for shared service providers was conducted.

Departmental risk registers were due for completion to allow the strategic risk register to be developed in conjunction with ELT in the next quarter.



Corporate Plan Indicators were included in the 2010-2011 Annual Report adopted by Council in November.

Council received Ministerial approval to adopt its new suite of local laws in November and, at its December meeting, council resolved to adopt the new suite of local laws to take effect across the region from 1 January 2012.

Work progressed on key ICTS projects such as eBusiness, asset management, mobile technology, spatial mapping and property systems progressed. The operational Information and Technology Strategy was developed, and preparation of the 5-year action plan undertaken to implement the strategy. Work continued with the Planning team on the new planning scheme, including preparation for community consultation.

The audit and reconciliation of council's land assets was completed and data storage options were being examined.

Drafting of the Strategic Property Plan and collation of all land requirements for inclusion commenced.

Implementation of the Business Plan for Sunshine Coast Holiday Parks commenced, including transition to the new and successful online booking system.

As part of the Strategic Land and Commercial Properties Program, three land acquisitions for road corridors and three acquisitions of environmental land (Obi Obi, Landsborough, and Peachester) were finalised. Investigation and assessment of potential land for sport and recreation was also undertaken.

Design and tender documentation for the Coolum Beach Holiday Park amenity block replacement neared completion.

Activity undertaken as part of council's Value & Success Program included an internal services survey and work on policy, operational guidelines and tools. The output management framework and a list of internal and external services were presented to council as part of the budget development workshop in November. Service output statements were drafted for all services and distributed to managers for review and amendment. Recommendations from the review of internal charges and cost recover allocations were finalised.

### 8.3 Strong financial management

At the end of the quarter, \$26.8 million in grant funding from other levels of government had been secured for 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.

Quotations for the Infrastructure Revaluation were under review and, following this, a contracted valuer will be secured.

Risks associated with the Long Term Financial Plan were reviewed, and council commitments are on track.





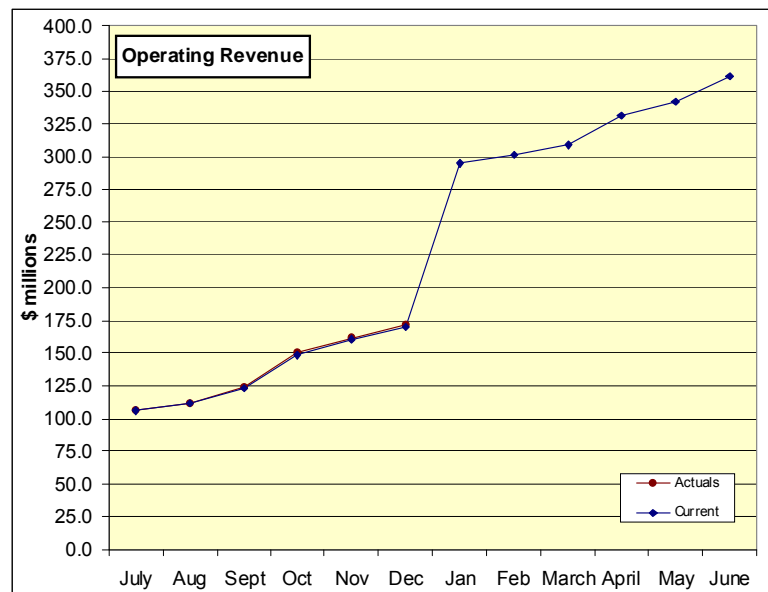
The external audit of the annual Financial Statements was completed, with no high risk items identified.

### 8.5 Advocacy and partnerships

In November, the final transfer notice was submitted by Unitywater to the Queensland Water Commission.

## Financial Performance

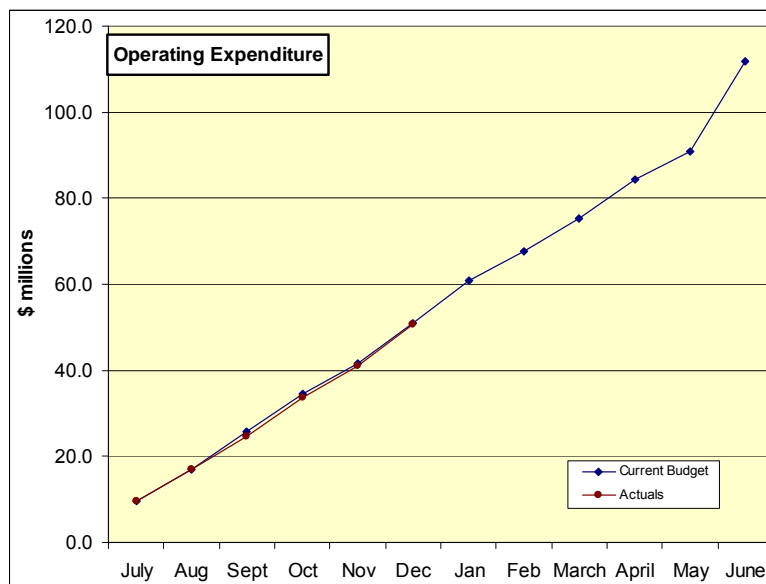
### Revenue



The Finance and Business department is currently showing a favourable revenue variation of \$2.3 million or 1.35%. The majority of this variation is due to \$1.2 million in general rates prepayments, which will be significantly reduced with the January rate run. The remainder of the variance is made up of fees & charges, which is showing a favourable variation to budget of \$237,000. This is due in the main part to increased holiday park revenue and interest revenue, which is currently showing a favourable variance to budget of \$333,000. This is due to higher than expected investment rates in December.



### Expenditure



The Finance and Business department is currently showing a favourable expense variation of \$429,000 or 0.8%.



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## Operational Performance

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### Capital Programs

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Information  
Communication  
Technology Services  
Capital Program

The **Transition & Consolidation Program** and the **Financials Upgrade** were completed.

The **Maximo Phase 2** project saw implementation plans developed for future state business processes; training of Civil Works Services officers; a successful trial of EZMaxMobile, the mobile solution software system; and continued development of the Blink software mobile solution trial.

As part of the **Business Reform - Business eServices Program**, eProperty online services team members are developing the system with less dependency on Technology One resources. Development continued on the Community Hub and on MyCouncil to support electronic rates notices. An internal communications campaign was conducted through November and a comprehensive communications strategy for both internal and external audiences was developed.

Following a call for Expressions of Interest, Data#3 was appointed to consult on **Cloud Computing Research**.

The **ProClaim CI Upgrade** occurred in November with post-live support and online training, workshops and mentoring sessions provided to customer contacts and the Rates team.

Work on the **Mobility Project** included implementation of BlinkMobile (Mobile Customer Service site, disaster management, and the asset management interface); development of sites for council's meeting management processes which will be accessible internally and externally; trialling of Windows 365 to access documents via iPads; learning sessions and a feedback survey for iPad users; and trialling Technology One's Mobility solution.

Efficiencies were gained through **Intelligence/Enterprise Reporting** as the result of an automated process to transfer Sunshine Coast Holiday Parks data from individual park sites to council's network and into the data warehouse and data cube. The process has been reduced from 2-3 days to approximately 1.5 hours to be completed. Work commenced on the CEO Reporting Dashboard.

As part of the **Intranet Upgrade**, there have been continuous improvements to MySite. Links to the old staff directory have been removed; feedback from a staff survey of the three concepts for the corporate portal home page is being incorporated into the final design; and an FAQ Wiki provides site support for staff. Results of the intranet naming competition will be advised in the next quarter.

An Approval to Recruit workflow was added to the Intranet and is being piloted in the **Process Automation** project.

GeoHub, council's regional mapping system, was launched as part of the **GeoSpatial Upgrade**.



### Sunshine Coast Holiday Parks

A number of smaller capital works contracts were completed including the following:

- \$25,000 for the new Dicky Beach pathway bollard lighting.
- \$24,000 for Dicky Beach concrete slabs.
- \$41,000 for Mudjimba concrete slabs.
- \$22,000 for Mooloolaba concrete slabs.
- Drainage works at a number of parks in preparation for the wet season and the Christmas school holiday period.

Tenders were called for replacement of Amenity Number 2 at Cotton Tree Holiday Park.

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### *Operational Programs/Projects*

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### Local law development and review

Council received Ministerial approval to adopt its new suite of local laws on 30 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.

Since adoption, council has continued with a community education and awareness program to build knowledge and an understanding across the region on the new local laws. The new local laws and information about the local laws are available on council's website, and at customer contact centres and libraries.

Community response and other key officers have attended training sessions on the application and interpretation of the new local laws, and guidance/explanatory notes for each local law are currently being finalised.

The new local laws represent another major achievement for Sunshine Coast Council and its community. The new local laws function as a modern contemporary suite of plain English legislative provisions which has been developed based on the needs of the community and our vision to be Australia's most sustainable region.

The local law review project was undertaken with a rigorous methodology that included a range of consultation. It sought to remove redundant, irrelevant and superseded provisions, reducing the previous 51 local laws and 44 subordinate local laws to a streamlined suite of six local laws and six subordinate local laws applying across the whole of the region.



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## Outlook

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A preliminary draft of the Rural Futures Strategy will be available for internal review at the end of the next quarter, prior to progression to the new council in June 2012.

Development of the Canelands Master Plan will continue, to allow reporting to the new council by the end of June 2012.

Council is facilitating the planning for National Broadband Network fixed wireless coverage (85% of Sunshine Coast land area) and promoting the first New Development (Greenfields) connections by the end of June 2012.

Soft launches of the Community Hub development and MyCouncil (the electronic rates notice initiative) are planned for February.

Further engagement with business and industry representatives and key stakeholders involved in the Major Events Strategy is planned for the next quarter.

Tenders for replacement of Amenity Number 2 at Cotton Tree Holiday Park close in January.

The second rate run will occur in January.

Data#3 will commence consulting on Cloud Computing Research in January.

Data loaded into the new Enterprise Budgeting System will be validated prior to release to the organisation in February.

In the next quarter, fine tuning of the new local laws will occur on a regular basis to ensure that they continue to be responsive and meet the needs of the community. Scoping for the first round of local law amendments will also commence.

The results of the Value & Success internal services survey are expected early in the next quarter.

The review of the Corporate Plan 2009-2014 will commence following the local government election in 2012.

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## Infrastructure Services

### Department Overview of Operations

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*“During the past quarter a department wide focus on service improvement has seen the reshaping of service delivery resulting in the reduction of costs for service provision. This has included the finalisation of core asset management plans, for major infrastructure assets with a value of around \$3b including Road Infrastructure, Parks & Gardens, Buildings & Facilities, Waste & Resource Management, Coast & Canals and Stormwater Drainage providing a better understanding of how asset are performing and costs required in delivering essential services to the Community. The introduction of mobile computing to the field for beach asset inspections and road defect logging has replaced paper based systems and processes, allowing for greater service delivery and response times through saving time and critical resources. Additionally the delivery of \$68m of capital projects in the first and second quarter of the 2011/12 financial year has improved safety, connectivity and access to key services throughout the region”.*

Andrew Ryan  
Executive Director, Infrastructure Services

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### About the Department

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Infrastructure Services Department is responsible for the delivery, operations and maintenance of council's infrastructure, both the built and the natural environment. It encompasses all “hard” infrastructure including, road, drainage systems, canals, parks, buildings and facilities, as well as the ‘natural’ assets such as waterways, bushlands, lakes and beaches. The department not only manages a variety of asset types, we also deliver physical services and community behaviour change initiatives such as the TravelSmart program.

Services delivered within the portfolio of Infrastructure Services Department are delivered by eight branches. These branches are responsible for the following services:

- ▶ *Building & Facility Services*
- ▶ *Business & Major Project Services*
- ▶ *Civil Works Services*
- ▶ *Environmental Operations*
- ▶ *Parks & Gardens*
- ▶ *Transport & Engineering Services*
- ▶ *Waste & Resources Management*
- ▶ *Fleet Management*

Service delivery is through day labour workforce, contractors and partnerships. The department is council's delivery arm and fills the role as council's asset custodian (or owner) with the aim of being seen as the group ultimately accountable for delivering and maintaining high quality assets and associated services on behalf of the community.



## Strategic Direction

The department's strategic focus and achievements for the quarter that align with council's corporate plan are summarised below.

### Ecological sustainability

#### 2.2 Our natural environment preserved for the future

For the 2010-2011 financial year, the ratepayer's investment in Community Conservation Partnership services attracted on a regional basis a dividend of \$6,688,077 associated with co-contributions (cash and labour) from private landholders and volunteers in contributing to the protection and enhancement of the region's biodiversity values. In essence this equates to a 314% return on recurrent budget investment per annum associated with Community Conservation Partnership services to the community. For every ratepayer dollar council has invested in these programs, our community partners have contributed \$3.14 in the form of on ground outcomes for the year, including 57,700 native trees and shrubs planted on council reserves and private lands, 334 hectares of council and private bushland under active environmental weed management, 311 nest boxes installed on Land for Wildlife properties, and 12.1 kilometres of waterways rehabilitated.

Councils Fire Management strategy continues to be implemented across the region to protect our communities from destructive interface fires, while improving forest health and making fire suppression more cost-effective. Council's strategy strikes a balance between proactive fire management and suppression, whilst capitalising on the ecological benefits of naturally occurring fire. The hazard reduction season plan is now finalised with significant preparation and training underway in preparedness for a potential emergency.

#### 2.3 Viable ecosystems that maintain biodiversity values

Pest Management Operations is currently extending its review of its service delivery structures and methodologies to maximise coverage within the private and public landscape in order to value-add to existing Conservation Partnership and Natural Area Management Programs and to ensure that specific pest management technical skill sets are utilised effectively in a proactive manner.

#### 2.5 Innovative programs to protect our ecology

During the quarter a new State Government Waste levy of \$35 per tonne of waste was introduced to landfills across the region. The newly introduced 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. A large body of pre-planning was undertaken by the Waste & Resources Management Team to ensure that the introduction went smoothly. All moneys collected from the new collection fee will be returned to the Department of Environment and Resource Management for allocation across a diverse range of projects. It is anticipated that these projects longer term will see a reduction in the amount of waste and resources going to landfills and will reduce reliance on landfill, our carbon footprint and pressure on natural resources.



### 2.7 Integrated water cycle management

The Stormwater Management and Stormwater Quality Programs have continued to make very good progress, and have completed 74% of the 2011-2012 Capital Works Projects to date. The Draft Stormwater Asset Management Plan has been completed and is awaiting approval. The region-wide Stormwater Quality Review has been finalised, with a Draft Plan scheduled for circulation early in 2012. The Draft Stormwater Place Standards proposal is under review at present, and it is planned to include this with the overall Sunshine Coast Council Place Standards when complete. This will enable more consistent design guidelines for Water Sensitive Urban Design assets, and will be available to both internal and external agencies.

### Accessibility and Connectedness

#### 6.1 A transport system that allows ease of movement

The recent completion of Travelsmart Business Plan and Marketing Plan has been a crucial step forward for managing ongoing growth of Sunshine Coast Travelsmart. Pivotal aspects for the plans have been in defining target markets, products and services. Both Plans will be regularly reviewed and amended to accommodate the changing face of our communities reliance on cars and the pursuit for alternate means of transport.

During the quarter the Travelsmart website was formally launched. This brings together a substantial body of research undertaken to ensure the website was widely accessible, informative and easy to use and links directly to the Sunshine Coast Council website.

### Managing Growth

#### 7.3 Well designed and beautiful places

A program is being developed to determine the best approach and nature of content to inform staff on Place Making as a new way of doing business. The aim is to clarify what it is, why we need it, how it is different to the way we currently do business and how we can embrace it. Information sessions are planned for the last quarter of this financial year and participants will come away with an understanding of how a Place Making focus has the ability for council to be more socially and financially sustainable .

The Beerwah Place Making project enters an exciting phase over the next quarter. The valuable information already gathered through innovative consultation methods will now be translated back to the community in workshops to develop social, economic and functional action plans. Beerwah is the first project to corporately embrace the Place Making approach. Understanding of the holistic needs of a community through genuine consultation is a key factor that underpins the Place Making process. The success and learning from this project aim to exemplify Place Making as a more sustainable way of doing business.





### 7.5 Council's services and assets meet the needs of our growing community

During the quarter we have seen one bio diesel facility operational at Nambour Depot with two more facilities expected to be operational at Maroochydore and Caloundra by the end of June 2012. Significant benefits to the organisation will be realised in environmental outputs in terms of 20% savings in fossil fuel and lower CO<sub>2</sub> emissions. Whilst this is not the entire answer to reducing crude oil reduction it is a big step towards education of our wider community, and reducing council's carbon footprint.

Review of submitted tenders for trade services and general maintenance services contracts have now been completed and are fully operational. The next phase is to undertake a review of statutory contracts, including fire services and lift servicing. Significant benefits will be realised through cost savings and a more targeted focus on supplier performance management.

A consultant has been engaged with a brief to undertake assessments on electrical and mechanical services and overall condition of priority community facilities. Assessments are currently underway and expected to be completed by February 2012. Urgent priority will be given to remediation of identified issues of statutory non-compliance or Workplace Health & Safety. Other identified items will be programmed for repair/replacement within either maintenance/operational programs or capital works.

The evolution of mobile technology is set to change the way we work and respond to our community. User acceptance is a critical component for successful implementation of any product. During the quarter a comprehensive trial of Beach Accesses was undertaken and completed. Positive results from the trial recorded efficiency to streamlining of processes and timeliness of response. Phase 2 of the trial has recently commenced which involves precinct inspections.

Following a significant body of work Council's Pavement Management System is fully functional. The Pavement Management System provides a means of classifying pavement defects (cracks, ruts, potholes, etc.), recommending methods to rehabilitate pavements, prioritising rehabilitation work according to the seriousness of the defects and taking into account the best value for the network as a whole. This is a major step forward as staff will now have a predictive tool which also considers variables beyond what is observable at the pavement surface. When combined with field inspections undertaken by our experienced maintenance staff, this complex modelling provides the ability to make more accurate assessments using reliable regional data drawn from the Pavement Management System. An additional benefit of the Pavement Management System is that its predictive accuracy increases and network treatment suggestions improve over time, as additional data is accumulated on the regional road network.

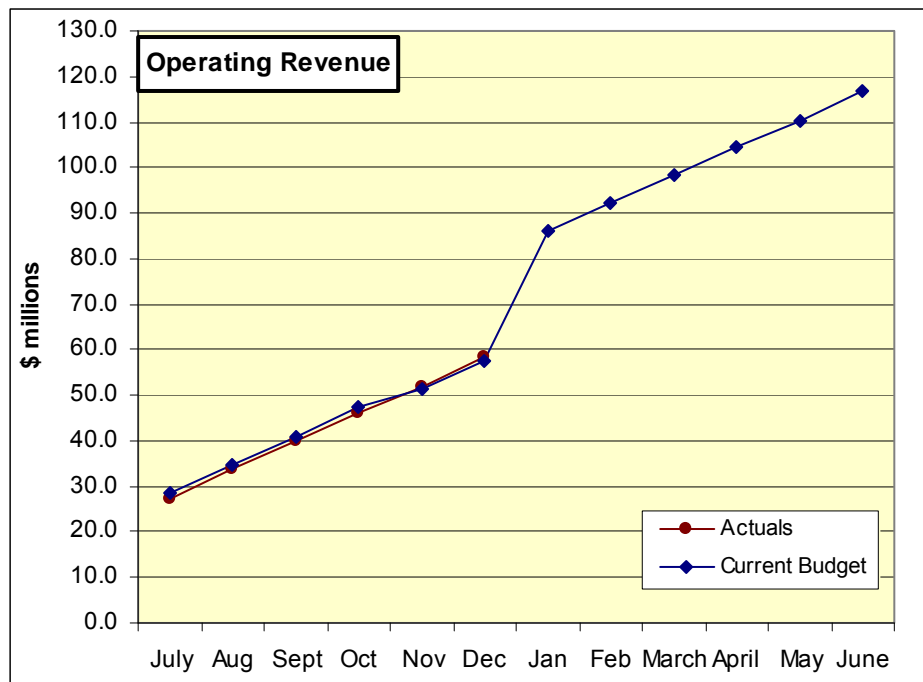


### 8.2 Effective business management

Over the past quarter, work continued to be progressed on the development of a change management strategy for deployment of mobile technology. The aim of the strategy is to provide our workforce with the means to understand and adapt to changes - often the factor between success or failure of mobile deployment. Additionally, a roadmap for the deployment of technologies will form part of the strategy. Significant benefits will be realised from mobilising our workforce as field based workers will have the capacity to harness the power of back office solutions without having to return to the office.

## Financial Performance

### Revenue

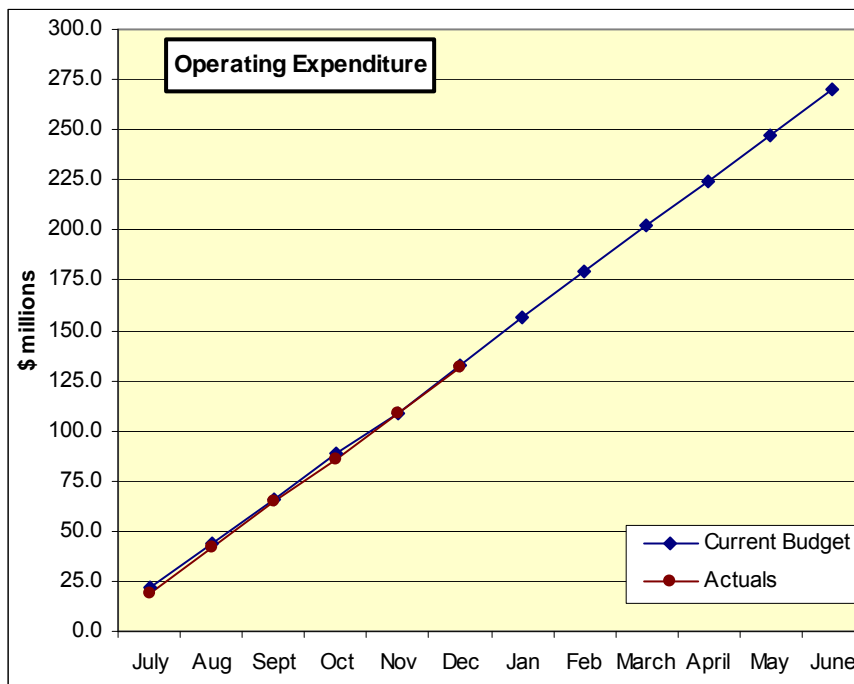


Revenue year to date is slightly ahead of budget with waste services now on track after the budgets associated with the continuing trend of reduced volumes received at waste facilities were revised downwards as part of Budget Review 2. With the implementation of the State Waste Levy in December ongoing actual activity will be monitored against forecasts to assess future trends in income collected on behalf of and remitted back to State.

Revenue from works undertaken on behalf of Department of Transport and Main Roads via Road Maintenance Performance Contracts are higher than anticipated but with an equal increase to expenditure or reserve transfer at year end.



### Expenditure



Expenditure continues to track below budget with reduced spending on materials and services being the main contributor, reflecting the timing of project delivery and invoice processing delays particularly for waste services experienced over the Christmas break.

Efficiencies and savings along with resource management continue to receive intense focus in order that sustainable expenditure reductions in the department are achieved without adverse impact to service delivery.

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## Operational Performance

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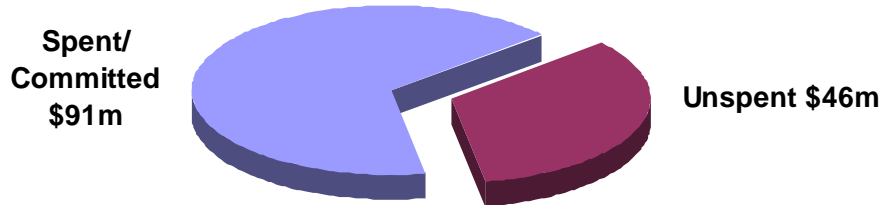
### Capital Programs

The department has the responsibility for the overall direction and management of the Capital Works Program as it relates to Fleet Management; Buildings & Facilities; Environmental Operations, Parks & Gardens; Waterways and Coastal Infrastructure; Transportation; Stormwater and Waste. Furthermore, it has the responsibility and authority for monitoring and reporting on its progress.

As at the end of December 2011 a total of 1,667 projects budgeted at \$137m are scheduled to be delivered by 30 June 2012. This includes 252 projects carried over from 2010/2011; adjustments for transfers from reserves and changes to reflect anticipated external funding levels.

Actual expenditure to date totals \$63m with a further \$27m raised in commitments. Of the actual expenditure \$37m has been expended on projects that are practically or financially complete with a further \$26m on works in progress.

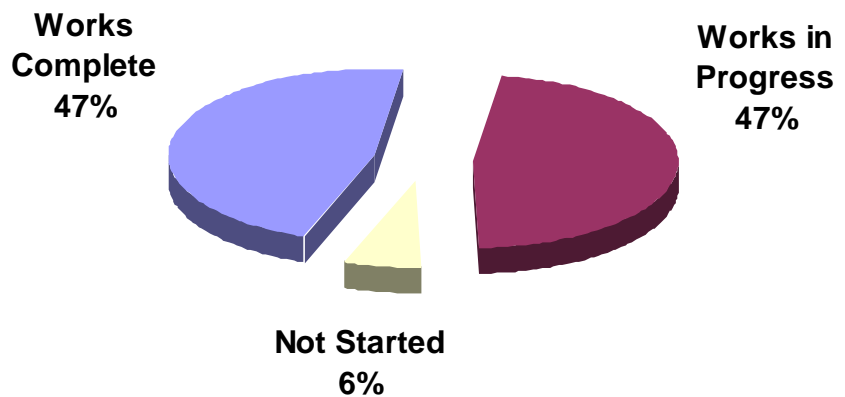
**Budget Committed and Unspent**



Project Status	Amount
Spent/Committed	\$ 91m
Unspent	\$ 46m
<b>Total Budget</b>	<b>\$137m</b>

Expenditure to date is in line with cash flow forecasts at this point in the financial year, reflecting 46% of the full year budget actually expended.

**Project Status**



Project Status	Project Numbers
Completed	777
Underway	790
Not Started	100
<b>Total Projects</b>	<b>1,667</b>



94% of departmental projects are either complete or in progress with 777 projects either practically and/or financially complete and 790 projects in progress in some form. A further 100 projects have not started, with many of these scheduled to commence later in the year, and 23 projects currently identified as on hold, until they can be reprogrammed into delivery schedules.

Council continues to support the economy through its demand for externally provided materials and services, for which Infrastructure Services has expended \$50m during the last six months – 78% of its capital expenditure. Contracts to the value of \$43m have been awarded to date, with an additional \$15m under invitation or evaluation.

### *Key projects that are completed include:*

**Toilet Block Construction, Lake Street Tewantin (\$242k)** - demolition of old facility and replacement with modern water efficient public facility. Rainwater harvesting provided on site with stored rain water used to flush toilets.

**Exercise Equipment Replacement, La Balsa Park Buddina (\$60k)** - existing exercise equipment upgraded with a rubber wear pad installed and turf laid to the perimeter.

**Reconstruction and widening, Coles Creek Road, Cooran (\$480k)** - pavement reconstruction and widening of approximately 640 metres including a 3.25 metre wide traffic lane and a 0.75 metre wide shoulder.

**Bridge Construction, Whites Roads Landsborough (\$602k)** - new double lane bridge completed with approach roads realigned for improved safety with the height of the bridge raised by approximately one metre which provides improved flood immunity.

**Upgrade School Precinct, Main Street Kin Kin (\$208k)** - Upgrade of the school precinct is now complete. Works included parking bays, new roundabouts at the intersections of Main Street and Perseverance Road and Main and Palmer Street resulting in slowed traffic with improved visibility and safety in front of the school.

**Restoration/repairs, Brandenburg Road, Bald Knob (\$380k)** - restoration/repair works to multiple slip sites, which occurred during last summers wet seasons has now been fully completed at Brandenburg and Howard Road.

**Streetscape Upgrade, Arcadia Street, Noosa Heads (\$660k)** - As part of the streetscape upgrade works undertaken includes footpath facelifts, shared zone to provide safer pedestrian crossing, new street furnishings, tree plantings and timber trellis structures with integrated artwork.

### *Operational Programs/Projects*

The past quarter has been another highly productive and extremely busy period. Infrastructure Services Department has had a clear focus and exceeded targets. This was achieved through getting the right people at the right time in the right place doing the right thing, deploying our resources and effectively putting in place processes and systems that efficiently service our community in a consistent manner. Part of this philosophy has been a renewed focus on learning and development, integrity, expertise and leadership, diversity, skill sets, ideas and experience.



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## Outlook

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The forward outlook for the next quarter is a continued focus on fiscal responsibility through ongoing review of service delivery models; advancing technology to ensure we have a workforce that is change ready and highly responsive and the continued delivery of our operational, maintenance, construction and capital works programs.

**Total Asset Management Plans** – plans continue to be refined, with a State of the Assets Report covering each asset category to be developed and presented to the new Council in April / May 2012.

**Review Services** – Continue to review our services and how we go about our business. Through the Value & Success Program we will take every opportunity to demonstrate that we not only know our businesses and our community needs, but that we are proactive in making sure they are the best they can be.

**Mobile Technology Solutions** – continue to roll out more mobile technology solutions with the assistance of Information Technology Branch to support greater flexibility. Mobile technology has great potential to increase our service efficiencies and also our ability to communicate with all staff, by having powerful and relatively cheap smart phones set up to send and receive works orders, emails, messages or collect data from the field.

**Performance Profiles** – a department wide focus on completing staff performance plans. First and foremost the plans will link to employee activities with the organisation's goals, and to provide employees with useful developmental feedback.



## Regional Strategy and Planning Department Overview of Operations



*“This December quarter saw the finalisation of the Recreation Trails Plan to guide the maintenance and improvement of the extensive Sunshine Coast Trails Network which provides a range of recreational experiences for both residents and visitors alike. This plan forms an integral part of the policy framework to guide the Sunshine Coast for the next decade.*

*The Council’s policy framework was recognised as an innovative planning approach at the Planning Institute of Australia Planning Excellence Awards in November, with the receipt of a Certificate of Merit.*

*Also, 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 since that date. Council has challenged community, business and industry to join the program and support the promotion of sustainable living initiatives.*

*This quarter also saw the progression towards the final steps in the acquisition of the Horton Park Golf Course as part of a priority for Maroochydore to emerge as the principal centre for the Sunshine Coast.”*

Warren Bunker  
Executive Director, Regional Strategy & Planning

### About the Department

The Department is responsible for the preparation of an integrated policy and strategy framework for council and for the provision of development services, including the assessment of planning, operational works, building and plumbing applications. The Department includes the following branches:

- Business Performance; and
- Urban Development.

#### Strategy

- Environment Policy;
- Infrastructure Policy;
- Social Policy;
- Strategic Land Use Planning;
- Transportation Strategy.

#### Development Services

- Building Services;
- Development Business Services;
- Engineering & Environment Assessment;
- Planning Assessment;
- Plumbing Services.



## Strategic Direction

The department's strategic focus and achievements for the quarter that align with council's corporate plan are summarised below.

### Robust economy

#### 1.1 A broad economic base

To ensure opportunities for growing the aviation sector at the Sunshine Coast Airport are maintained and enhanced, a new temporary local planning instrument was introduced to provide a simpler process for the establishment of new businesses at the Airport.

#### 1.2 Support for local businesses

Council's **EcoBiz** program continues to provide advice and guidance on changes to business practices, which have resulted in both environmental benefits and financial savings. In particular, the program focuses on energy reduction, waste minimisation and recycling initiatives.

Opportunities for electronic lodgement and payment of applications have been progressed over the December quarter with trials with several local plumbers being successful. Further trials are intended to occur over the coming months with a range of key development customers.

#### 1.3 Infrastructure for economic growth

To ensure that infrastructure is valuable to service future growth, **draft Priority Infrastructure Plans** have been prepared in relation to the three existing planning schemes and were placed on public display to seek community and industry comments.

### Ecological sustainability

#### 2.1 The impact of climate change

Implementation of the ***Climate Change and Peak Oil Strategy 2010-2020*** endorsed actions continue with initiatives to identify current best practice, community and business communication and informing policy decisions.

#### 2.2 Our natural environment preserved for the future

In accordance with the objectives of the **Environment Levy Program** to purchase environmentally significant land for its protection, 101 hectares of land has been purchased during this quarter at Landsborough protecting significant core habitat for flora and fauna.

An interim Local Law for Vegetation Management (which translates the three previous local laws into one) was introduced on 23 December 2011 to ensure the continued regulation of vegetation clearing on the Sunshine Coast.

#### 2.3 Viable ecosystems that maintain biodiversity values

Implementation of the ***Sunshine Coast Biodiversity Strategy 2010*** continues with the preparation of finer grain vegetation mapping and fauna monitoring being undertaken in a number of reserves across the Sunshine Coast.

#### 2.4 Healthy waterways and foreshores

Implementation of the ***Waterways and Coastal Management Strategy 2011-2021*** is progressing on schedule. Preparation has begun on catchment and estuary management plans for Noosa River and Pumicestone Passage, and erosion and sediment audit and assessment of council's construction activities undertaken to benchmark practices and improvements.

An online community consultation survey was conducted to assist with determining whether or not there is a need for marine zones on the Maroochy, Mooloolah and





Pumicestone estuaries. The survey received strong community response with over 900 participating on line. Results are currently being collated and reviewed to determine the future way forward.

### 2.5 Innovative programs to protect our ecology

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 since that date. Council has challenged community, business and industry to join the program and support the promotion of sustainable living initiatives.

A new backyard biodiversity module has been added to the **Living Smart Program** which encourages local residents to learn about recreating and completing a habitat for local wildlife from your own backyards by providing resources for foraging, roosting and nesting.

### 2.6 Environmentally friendly infrastructure and urban design

Council's **Urban Design Advisory Panel** has continued to provide valuable feedback on the future growth of the key town centres on the Sunshine Coast, including the integration of design elements which encourage public transport, walking and cycling and enhance the public realm.

### 2.7 Integrated water cycle management

Council's **flood data** and flood models continue to be reviewed to ensure they provide the best available information for use for both disaster management and decisions on proposed new developments.

Installation of two new Telementary Gauges has been completed within the Glass House Mountains area to provide additional flooding data. This brings the total of active flooding and stormwater data gauges across the region to 67 Telementary Gauges and 191 active Maximum Height Gauges.

Innovation and Creativity

### 3.1 Partnerships and alliances that drive innovation

The **Noosa Biosphere** Governance Board and the six Community Sector Boards have continued with a range of meeting and activities during the quarter. Two new Directors were recently appointed to the Governance Board representing the community and environment.

Social Cohesion

### 5.1 Equity and opportunities for all

Implementation of the **Sunshine Coast Affordable Living Strategy 2010-2020** actions has progressed through an active approach and involvement in a range of housing affordability and liveable compact cities projects, as well as presentations to peak bodies and potential partners.

Accessibility and Connectedness

### 6.1 A transport system that allows ease of movement

Following detailed analysis and the consideration of options the final alignment of the **Palmview North-South Greenlink** linking the Sunshine Coast University with the proposed Palmview development has been determined by Council.

Progress towards the establishment of a **light rail taskforce** has begun with the public calling for nominations.



### 6.2 Better public transport

A five year **Public Transport Plan** reported to Council in April 2011 has progressed with implementation activity occurring in partnership with Translink and the Department of Transport and Main Roads.

Discussions have been held with TransLink to facilitate transfer of information and formulation of longer term public transport needs, including the required land use corridors and services.

### Managing Growth

#### 7.1 The areas for growth and renewal are clearly defined

Progress on the new **Sunshine Coast Planning Scheme** has continued this quarter with the State Government Iconic Panels (namely Noosa and Blackall Range) completing their review of the preliminary draft planning scheme and providing a final report.

An informal review of the preliminary draft planning scheme has also been undertaken by State Agencies during this period.

Now that these steps have occurred a formal lodgement of the draft Sunshine Coast Planning Scheme to the State Government for review can occur.

#### 7.2 The heritage and character of our communities is protected

A review of **cultural heritage** sites on the Sunshine Coast is continuing which will complement the draft Sunshine Coast Planning Scheme as it is intended that this information will be available for comment as part of the future public display period.

#### 7.3 Well designed and beautiful places

The **draft Sunshine Coast Recreation Trail Plan 2011** was endorsed and placed on public display during this quarter. This plan outlines the desired trail networks for the Sunshine Coast, building on the existing trails and identifying future trail opportunities.

#### 7.4 Timely and appropriate infrastructure and service provision

Implementation of both **Open Space Strategy 2011** and the **Social Infrastructure Strategy 2011** are continuing the identification of land and facilities within the new growth areas and incorporating policy directions within future planning and capital works programs.

### Great Governance

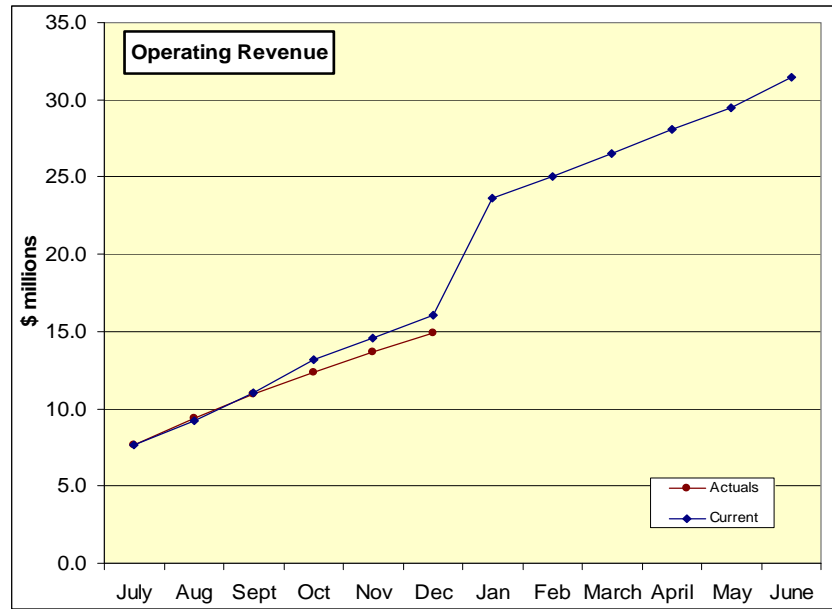
#### 8.2 Effective business management

**E-business technology** has progressed with the corporate upgrading of the property system, which has enabled the implementation of alerts via sophisticated electronic reporting mechanisms to ensure IDAS timeframes are met. The Council of Mayors' Development Assessment Process Reform (DAPR) Project for Operational Works and Large Subdivisions has commenced. This Project aims to reduce assessment processing times by 25%, which will result in significant community, industry and corporate benefits.



### Financial Performance

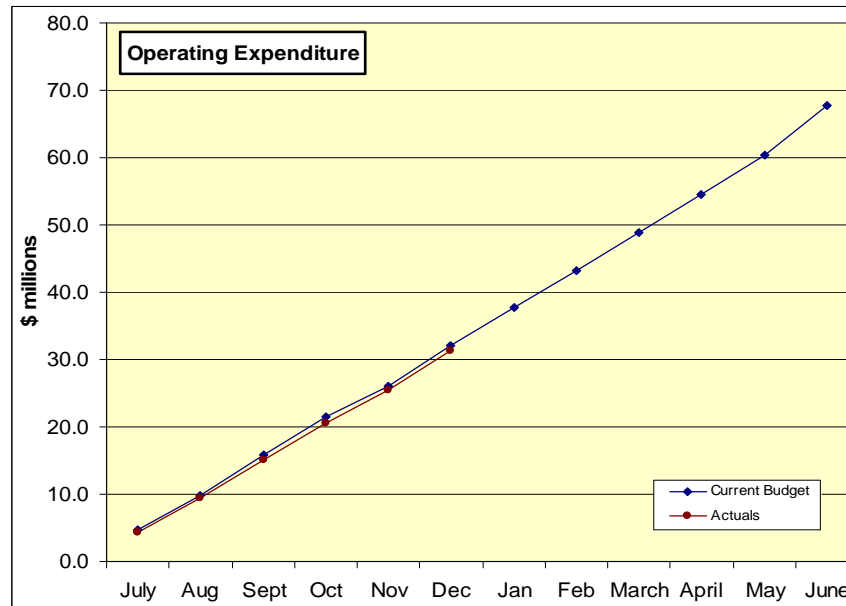
#### Revenue



Development activity has remained low during the December 2011 quarter with revenues down approximately 24% compared to December 2010. As a result the year to date budget is estimated to be \$1.2 million below budget. It is expected activity for the second half of the year will remain below previous years and that revenues will fall below initial budget expectations. Close monitoring of revenues over the next six months will be required.

Collections for both the Public Transport and Environment Levies have been received in line with budget with another rates notice scheduled for the March quarter.

### Expenditure



The department continues to actively manage expenditures to respond to the reduced activity being experienced in the development market. As revenues have declined the management team has initiated vacancy management controls to partially off-set loss of income. In addition the business has had a strong focus on process re-engineering and continual improvement to facilitate efficient and effective service delivery.

The materials and services expenditure is tracking below budget at this time largely due to lower appeals management costs than expected. There are some large legal proceedings pending in this area that are likely to be finalised by the year end.

Overall Regional Strategy and Planning has maintained strong financial management and is expected to continue to deliver key outcomes on time.

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### Operational Performance

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During the past quarter, the Department has continued to achieve significant milestones in the professional delivery of operational projects and core business activities over a diverse range of environment, transport, planning, plumbing, building and development activities for which the department has responsibility. The commitment and professionalism of staff have resulted in significant outcomes across the business.

Some of the outstanding business activities over the last quarter are listed below:



- **Development Planning and Operational Works Applications** have seen a slight increase this quarter however, this is still below previous periods. 195 development applications were lodged with recognition that complexity elements of applications are higher, although the majority of applications are assessed within the legislative timeframes. 101 operational works applications were received with 93 applications approved within IDAS time frames, which has resulted in no deemed approvals occurring.
- **Development Audit and Response Team** – recently formed has commenced reviewing the current development response processes in order to identify opportunities for improvements to the development complaints procedures. This will also refocus the business for greater education, systems and proactive auditing at the earlier development application stage to enhance client relationships and community benefits.
- **Planning Appeals Management** – there were 58 planning appeals and two compensation claims active at the commencement of quarter two. During the quarter 11 planning appeals and one compensation claim were finalised with appeals relating to refusals all settled and approved after the proposals were satisfactorily modified. However, 12 new planning appeals and one compensation claim were received during this period. There are currently 59 planning appeals and one compensation claim remaining active.
- The **Development Indicators Quarterly Report**, published on the Sunshine Coast Council website outlines the number of applications received, type of applications and process timeframes for both the quarter and comparisons over the past few years.
- Sunshine Coast Council received two Certificates of Merit in the **Planning Institute of Australia's 25<sup>th</sup> anniversary 2011 Planning Excellence Awards** held in Brisbane on the 11 November 2011.
- A Certificate of Merit was awarded in the category of **Hard Won Victory Award** for the Sunshine Coast Structure Plans, which recognised the successful preparing of three complex structure plans within 12 months and with limited resources.
- Also, a Certificate of Merit was awarded in the category of **Best Planning Ideas Award – Large, Regional or Urban Project** for the Sunshine Coast Policy Framework, which recognised the collaborative staff efforts to produce an exemplary policy framework within the context of a major reorganisation.

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## Outlook

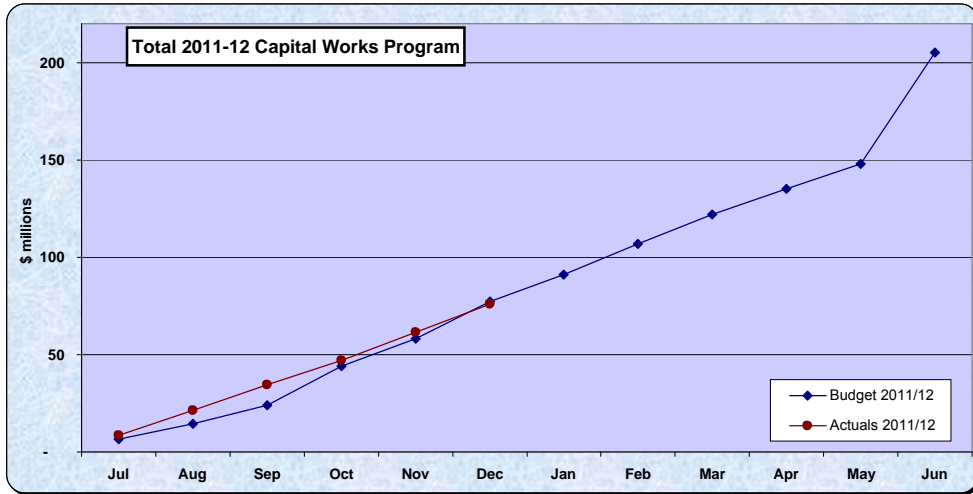
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The focus for the department over the next quarter will be:

- To progress the Sunshine Coast Planning Scheme providing for further input from the State Government Agencies and seeking council's direction;
- Continuing to review and improve the Development Services processing to ensure a high level of customer service and utilising innovative delivery methods;
- Continue to implement the adopted policy framework, in particular the identified short term actions;
- Advocate the Sunshine Coast in accordance with the adopted council strategies; and continue to progress the environment and public transport levy programs, including a range of sustainability initiatives.



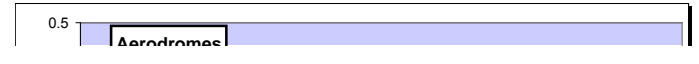
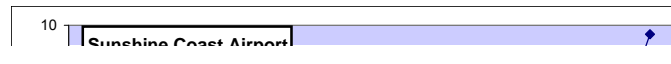
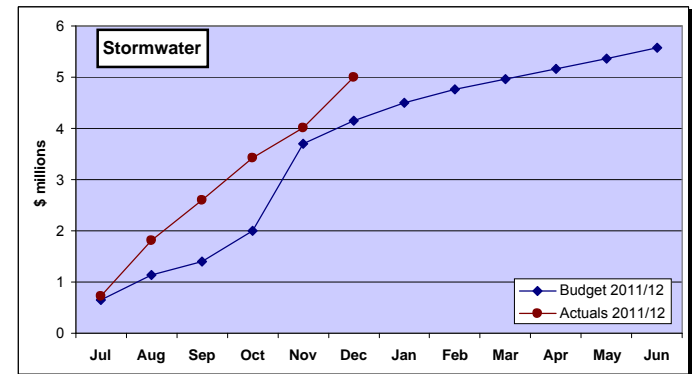
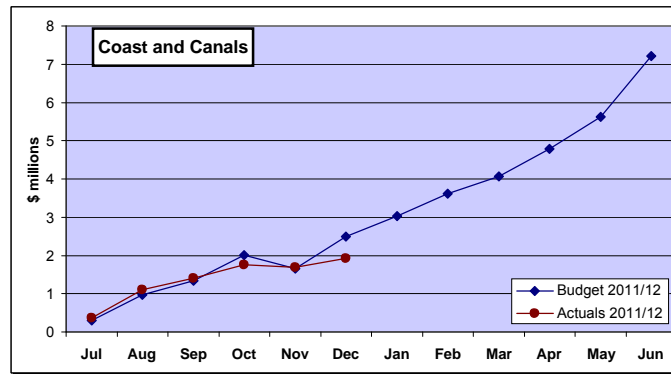
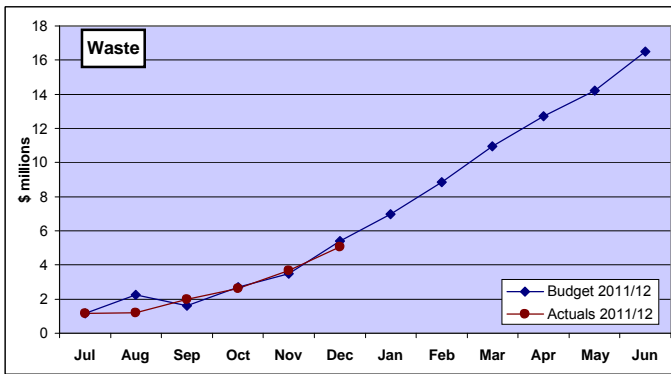
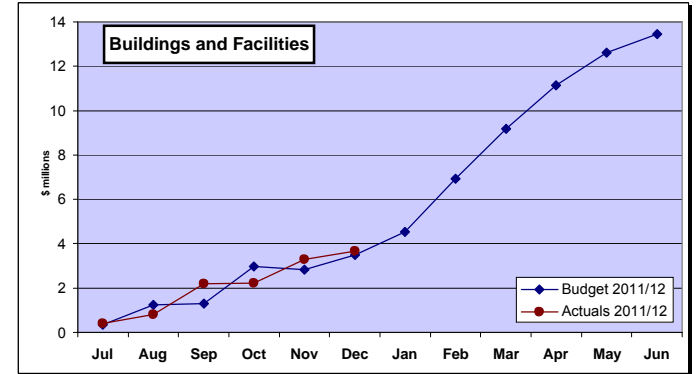
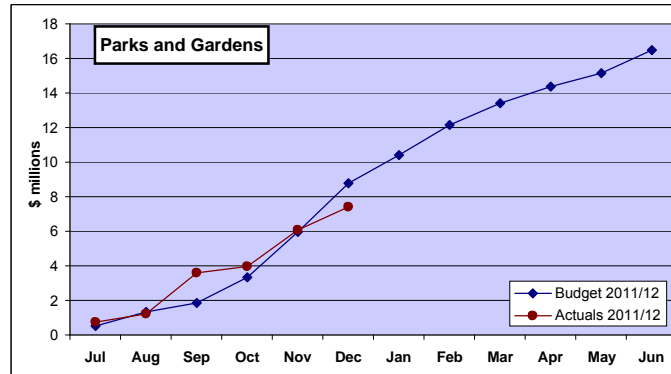
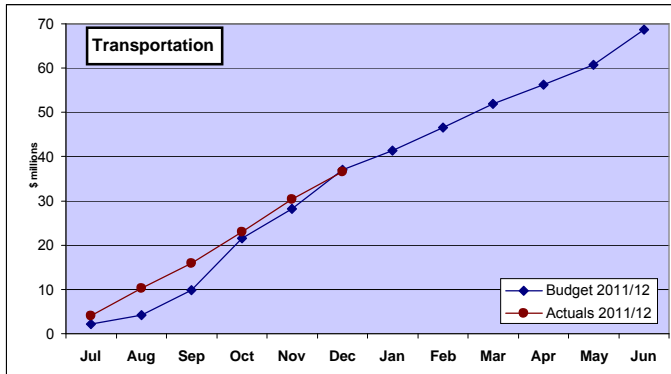
# Financial Information

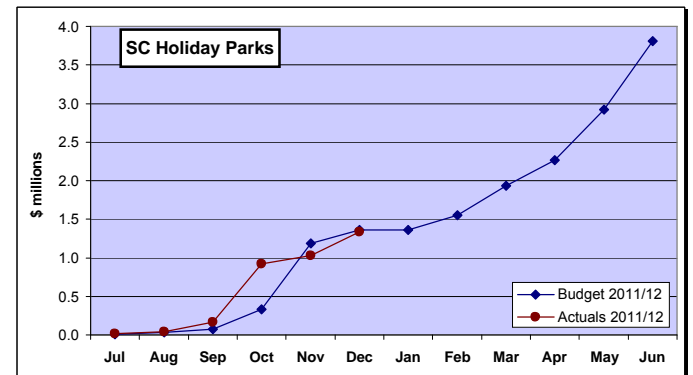
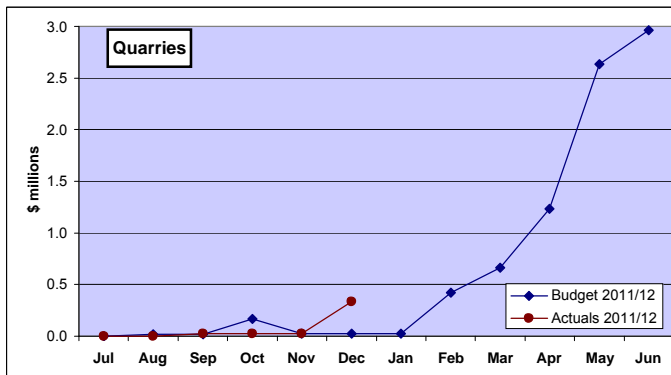
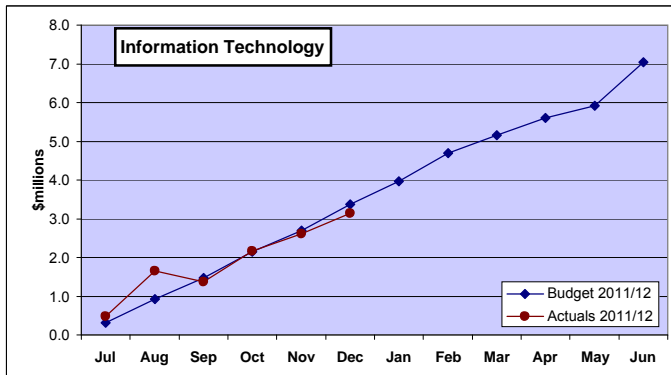
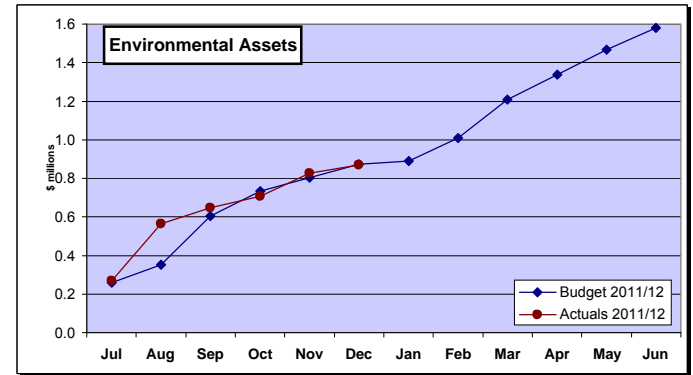
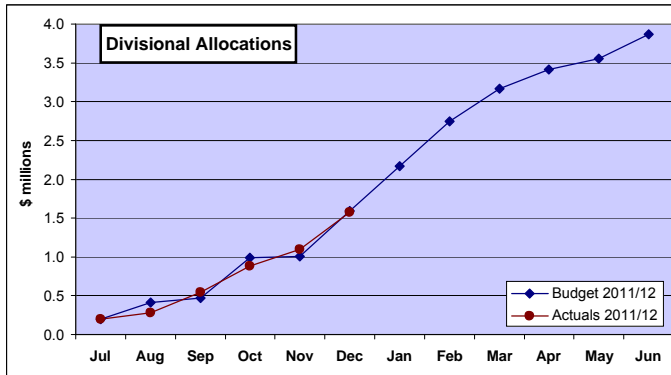
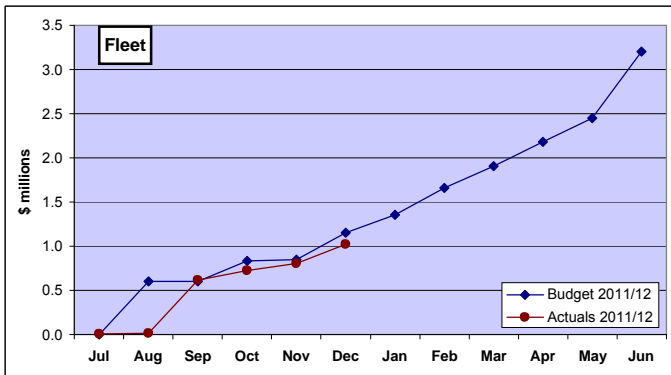
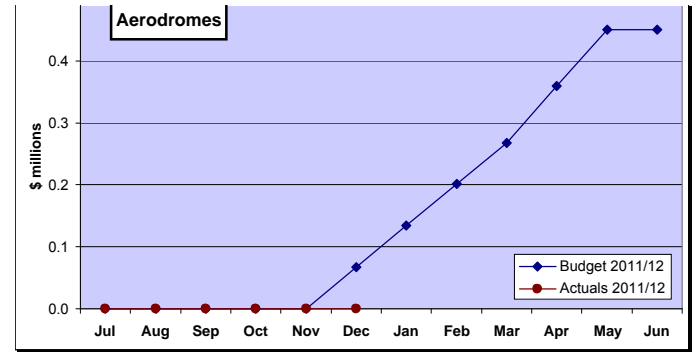
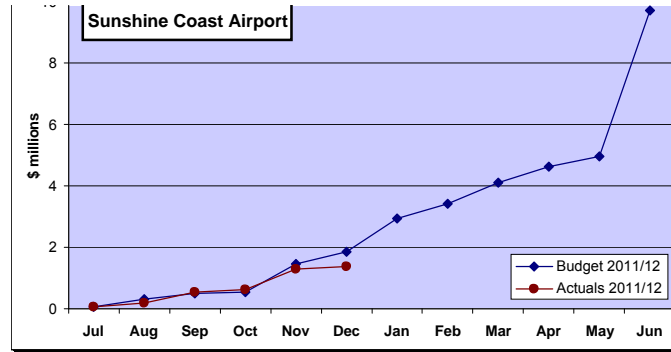
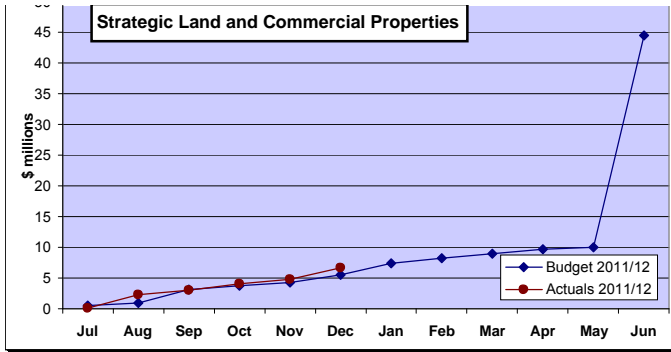


**Commentary:**  
 At 31 December 2011, \$75.9 million or 37.1% of council's \$205.1 million 2011/2012 capital works program was financially complete.

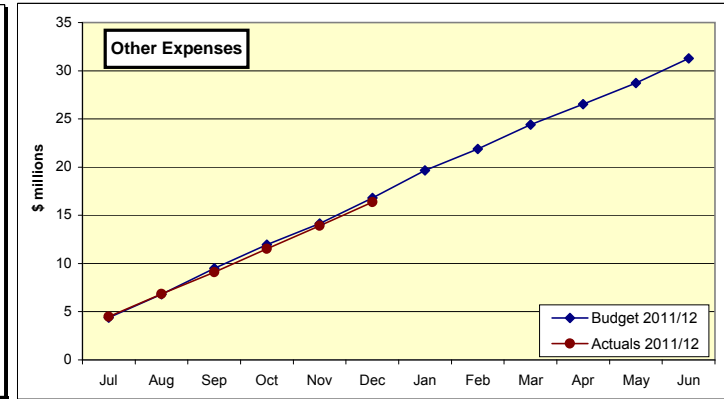
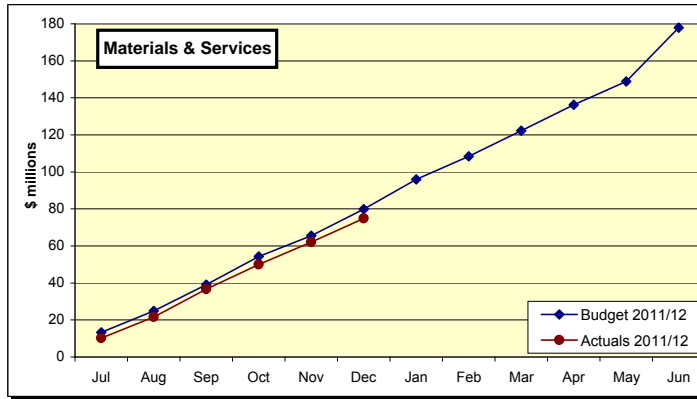
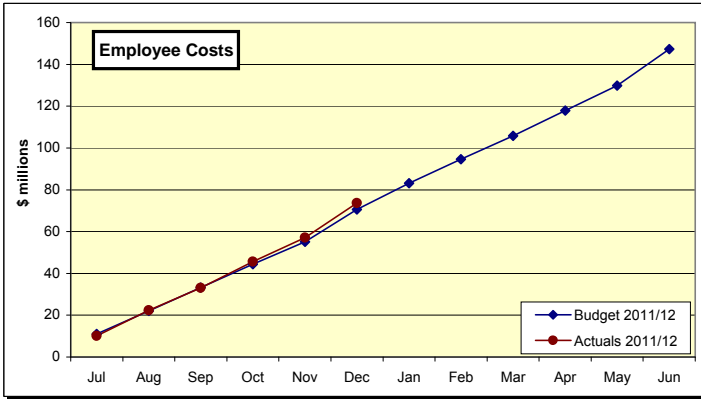
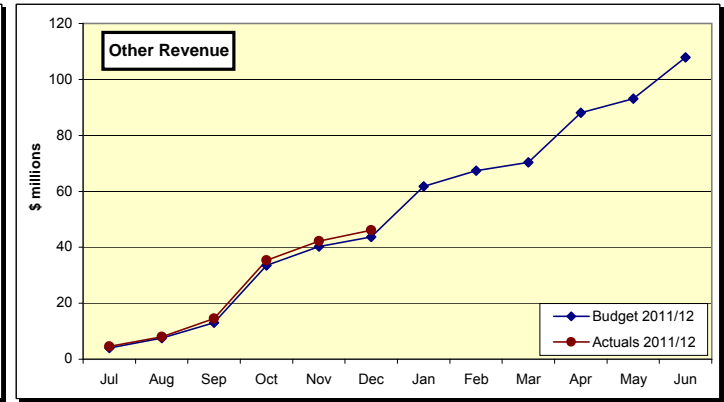
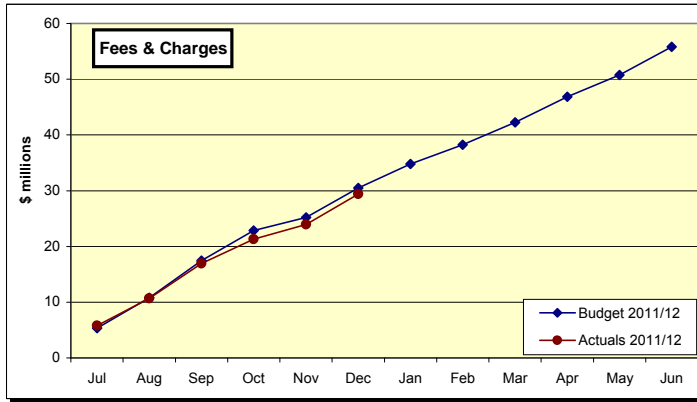
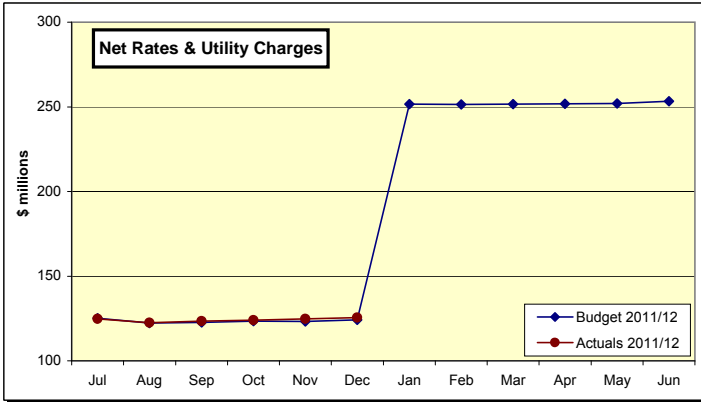
Capital project spend is currently tracking \$1.1 million behind budget.

No capital works programs have a significant variance to budget.









**Commentary:**

Council's financial results at 31 December 2011 show the organisation tracking closely to budget with a \$5.1 million better than forecasted operating position against the year to date budget.

The 31 December 2011 operating surplus variation of \$5.1 million is made up of higher than budgeted operating revenues of \$2.7 million and lower than anticipated expenses of \$2.4 million.

Operating Revenue

Prepaid rates is causing a \$1.2 million favourable variance YTD, this variance is expected to be significantly reduced with the January rate run. All other departments are showing higher then expected revenues, except for development application fees, which remain \$1.2 million under budget.

Operating Expenses

The favourable variance in operating expenses of \$2.4 million is made up of higher then budgeted employee spend of \$3 million which is offset by a lower than budget material service spend of \$4.9 million. This trend is across majority of departments, and was in part due to a short month for expenditure in December