

Agenda

Special Meeting (Corporate Plan)

Monday, 12 May 2014

commencing at 1:00pm

Council Chambers, Corner Currie and Bury Streets, Nambour

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1 DECLARATION OF OPENING

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

2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE**3 OBLIGATIONS OF COUNCILLORS****3.1 DECLARATION OF MATERIAL PERSONAL INTEREST ON ANY ITEM OF BUSINESS**

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

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

3.2 DECLARATION OF CONFLICT OF INTEREST ON ANY ITEM OF BUSINESS

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

4 REPORTS DIRECT TO COUNCIL**4.1 CORPORATE STRATEGY AND DELIVERY****4.1.1 SUNSHINE COAST COUNCIL CORPORATE PLAN 2014-2019****File No:** Statutory Meetings**Author:** Manager Strategy and Coordination
Corporate Strategy and Delivery Department**Appendices:** App A - Corporate Plan 2014-2019 (*Under Separate Cover*) ...Att
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PURPOSE

This report proposes for council consideration, the adoption of a new Sunshine Coast Council Corporate Plan 2014 – 2019 which will guide the direction and priorities of the organisation in pursuing council's vision for the Sunshine Coast to be Australia's most sustainable region – vibrant, green, diverse.

EXECUTIVE SUMMARY

All local governments in Queensland are required to develop and adopt a five year corporate plan. Developing a corporate plan is – and should be – more than a compliance exercise. The Corporate Plan is the organisation's primary business planning tool, guiding the direction the organisation seeks to take in discharging its responsibilities to the community and positioning the organisation to respond to the challenges and opportunities that will emerge for the region over the life of the Plan and beyond.

Importantly, the Corporate Plan is the cornerstone of an organisation's planning and performance framework. It should provide the basis on which the organisation can assess its performance. The robustness of the Corporate Plan, the clarity of articulated priorities and the preparedness to regularly review deliverables (and adjust resources and efforts where required) are all important characteristics of an effective planning and performance framework – and high performing organisations.

The Corporate Plan that is presented for council's consideration embeds each of these characteristics and seeks to place council on the path towards the organisation it aspires to be – one of the strongest and most sustainable local governments in Australia.

The proposed Corporate Plan provides the new organisation with a blueprint that is focussed on:

- the cost-effective delivery of services to the community Council serves and
- positioning the region and communities to take advantage of the opportunities that are emerging (and will emerge) in the future.

It is framed around the following five strategic goals developed by councillors and staff –

- a new economy
- a strong community
- an enviable lifestyle and environment
- service excellence and
- a public sector leader.

These goals align with community expectations captured through council's engagement activities over the last six years in developing various strategies and plans that underpin the organisation's activities and service mix.

Specifically, the proposed Corporate Plan provides a more visible connection between the daily operations of staff and council's strategic goals and priorities. This approach has been strongly supported by staff across the organisation.

Each of the five strategic goals is supported by corresponding outcomes, areas for measurement and priority actions. The priority actions will be reflected in the annual Operational Plan that council will consider in the 2014-2015 budget process. Progress towards achieving the strategic goals will be tracked and actions reviewed on an annual basis to inform future priorities and resource allocations in subsequent operational plans and budgets.

For the first time, the Corporate Plan includes a set of values and associated behaviours that are considered to be fundamental building blocks for how council will approach its responsibilities – both to its staff and to the community. The values and behaviours in the proposed Corporate Plan will shape a range of corporate programs and services that seek to build the culture of the organisation based on excellence, integrity and performance.

The proposed Corporate Plan 2014-2019 will replace the existing Corporate Plan 2009-2014 and subject to council agreement, will take effect from 1 July 2014. The commitment to an annual review of the Corporate Plan and its priority actions will enable the organisation to remain focused on achieving its strategic goals and servicing the community well into the future.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled "Sunshine Coast Council Corporate Plan 2014-2019"**
- (b) adopt the Sunshine Coast Council Corporate Plan 2014-2019 (Appendix A) and**
- (c) note that the Chief Executive Officer may make minor amendments to the Sunshine Coast Council Corporate Plan 2014-2019 to allow for final editing and publication.**

FINANCE AND RESOURCING

The proposed Corporate Plan sets a five year direction for the organisation. As indicated above, the Corporate Plan will be reviewed annually in line with professional corporate and strategic planning practice and within the context of wider economic, environmental and social policy settings and considerations prevailing at that time.

The delivery of the priority actions identified in the proposed Corporate Plan will be considered annually as part of council's annual budget development cycle and the formation of the annual Operational Plan. The Corporate Plan plays a pivotal role in shaping council's ongoing budget deliberations throughout the life of the document.

Provision has been made in the 2013-2014 budget for the Strategy and Coordination Branch to meet the cost of production of the Corporate Plan. A small number of hard copies of the Corporate Plan will be produced recognizing that the primary means for distribution of the document will be through electronic media.

CORPORATE PLAN

Corporate Plan Theme: *Great governance*

Emerging Priority: 8.1 - Ethical, accountable and transparent decision-making

Strategy: 8.1.2 - Ensure legislative compliance and awareness

Corporate Plan Theme: *Great governance*

Emerging Priority: 8.2 - Effective business management

Strategy: 8.2.1 - Develop indicators and measure the performance of council and the success in achieving its vision

It should be noted that the Corporate Plan themes above are those established through the existing Corporate Plan 2009-2014. Subject to council's adoption of the proposed Corporate Plan 2014 – 2019, these themes will be replaced from 1 July 2014 with the goals, outcomes and priorities articulated in that document.

CONSULTATION

- Councillors
- Executive Leadership Team
- Corporate Governance Branch
- Finance Branch
- Human Resources Branch
- Staff focus groups

Internal Consultation

A range of engagement mechanisms have been utilised throughout the development of the proposed Corporate Plan, including:

- Two initial workshops with the Mayor and Councillors – one of which was to define corporate themes and priorities and the other focused on exploring values and behaviours
- Staff focus groups reviewed and refined values and behaviours
- The Executive Leadership Team identified and refined relevant strategies and priority actions
- Presentation to Councillors of the consultation draft of the proposed Corporate Plan
- Individual interviews with the Mayor and Councillors to gather individual feedback on the consultation draft
- Three focus group briefing sessions were conducted with invited staff from across the organisation to solicit feedback on the consultation draft
- A briefing and feedback session was conducted with council managers
- Recommendations on the feedback from the Councillor interviews, focus groups and manager briefing session was presented to council at a budget workshop on 8 April 2014

External Consultation

External parties were not consulted in relation to this report.

Community Engagement

Extensive community engagement activities have been undertaken by council over the last six years as part of the development of council strategies and plans and through the development of the Sunshine Coast Community Plan. The goals, outcomes and priority actions identified in the proposed Corporate Plan reflect the feedback and views of community members who contributed to the development of council strategies and plans.

No further community engagement was undertaken in the drafting of the proposed Corporate Plan given it has been informed by – and is consistent with - feedback received through previous community engagement activities.

PROPOSAL

All local governments in Queensland are required under section 165 (1) of the *Local Government Regulation 2012* to develop and adopt a five year corporate plan. The regulation also requires that a local government must discharge its responsibilities in a way that is consistent with its five year corporate plan.

Developing a corporate plan is – and should be – more than a compliance exercise. The Corporate Plan is the organisation's primary business planning tool. It guides the direction the organisation seeks to take in discharging its responsibilities to the community and endeavours to position the organisation over the life of the Plan and beyond.

In particular, the Corporate Plan should be focussed on the organisation, the people that make up the organisation and how the organisation responds to the challenges and opportunities it faces and the expectations of its customers.

The Corporate Plan is the cornerstone of an organisation's planning and performance framework. It should provide the basis on which the organisation can assess its performance.

The robustness of the Corporate Plan, the clarity of the priorities it establishes and the preparedness to regularly review deliverables (and adjust resources and efforts where required) are all important characteristics of an effective planning and performance framework – and high performing organisations.

The Corporate Plan that is presented with this report embeds each of these characteristics and seeks to place council on the path towards the organisation it aspires to be – one of the strongest and most sustainable local governments in Australia.

Development of the proposed Corporate Plan 2014 – 2019

One of the early decisions of the current council was to reaffirm the commitment to the regional vision for the Sunshine Coast to become *Australia's most sustainable region – vibrant, green, diverse*. This aspirational vision for the region had been confirmed through the development of the *Sunshine Coast Community Plan*, which was approved by council on 18 May 2011 (OM11/132).

From 1 January 2014, a new Sunshine Coast Council has been in operation following the 2013 de-amalgamation process and the establishment of a new Noosa Shire Council.

This has provided the opportunity for the new Sunshine Coast Council to forge a clear direction for the organisation in servicing one of the largest local government areas (by population) in Australia. Through its extensive work with residents, community organisations, local business and industry, council has been able to help shape a region with:

- an economy that is growing and strengthening – and with some unique private and public investment opportunities
- a national reputation as a leading tourism destination
- communities that are passionate about maintaining and celebrating their heritage, diversity and unique identities and
- impressive environmental and sustainability credentials

Coupled with this has been a responsible approach to financial and resource management which has delivered an organisation with a strong financial position and with the capacity to drive important initiatives that will position the region, its residents and the community well for the future.

At the same time, council is faced with a number of challenges which impact on how it services the community. They include:

- the impact of the fiscal policies and constraints faced by all levels of government in funding new infrastructure and services
- continuing population growth – and the ageing of the population – and the implications this has on the design and location of communities, the demand for services and access to a range of housing solutions
- the need for greater resilience in the economy to facilitate new investment, generate new employment options and the delivery of key infrastructure
- the community's strong commitment to retaining a quality environment and lifestyle – and the impact of continuing population growth on this important objective and
- the community's expectations that council will be responsive and focussed on the needs of its customers, efficient in its approach and deliver value for money services.

The proposed Corporate Plan that has been developed for council's consideration is underpinned by the strong attributes of the organisation and is informed by the opportunities that council can pursue on behalf of the region and the challenges that the organisation faces. It provides council with a blueprint that is focussed on:

- the cost-effective delivery of services to the community and
- positioning the region and its communities strongly for the future.

Elements of the proposed Corporate Plan 2014 - 2019

The proposed Corporate Plan is framed around the following five strategic goals developed by Councillors and staff –

- a new economy
- a strong community
- an enviable lifestyle and environment
- service excellence and
- a public sector leader.

These goals align with community expectations captured through council's engagement activities over the last six years in developing various strategies and plans that underpin the organisation's activities and service mix.

Specifically, the proposed Corporate Plan provides a more visible connection between the daily operations of staff and council's strategic goals and priorities. It highlights the wide range of services that council delivers every day and the important community assets that council develops, manages and maintains to enhance the liveability and attractiveness of the region. This approach in the proposed Corporate Plan has been strongly supported by staff across the organisation.

Each of the five strategic goals is supported by corresponding outcomes, areas for measurement and priority actions. The priority actions will be reflected in the annual Operational Plan that council will consider in the 2014-2015 budget process. Progress towards achieving the strategic goals will be tracked and actions reviewed on an annual basis to inform future priorities and resource allocations in subsequent operational plans and budgets.

The priority actions listed under each strategic goal are for the 2014-2015 financial year. These actions have been primarily drawn from:

- existing council resolutions
- implementation plans for council endorsed strategies and plans
- statutory and legal requirements that apply to council and
- identified issues which council will need to respond to, or address, in the 2014-2015 financial year.

Some priority actions will extend into subsequent financial years within the life of the proposed Corporate Plan. Others will be finalised during the 2014-2015 financial year. As part of the annual review process for the Corporate Plan, new priority actions will be identified each year and considered by council in the context of achieving the strategic goals and specific outcomes.

The proposed Corporate Plan 2014 – 2019 will replace the existing Corporate Plan 2009-2014 and subject to council agreement, will take effect from 1 July 2014.

The commitment to an annual review of the Corporate Plan and its priority actions will enable the organisation to remain focussed on achieving its strategic goals and servicing the community well into the future.

Values and Behaviours

For the first time, the Corporate Plan includes a set of values and associated behaviours that are considered to be fundamental building blocks for how council will approach its responsibilities – both to its staff and to the community. The five values presented in the proposed Corporate Plan are:

- **Respect for each other** in our working relationships
- **Being our best** by continuing to learn, grow, challenge and change
- **Working as one team** across the organisation and with our community
- **High standards** in our conduct, service and governance and
- **Service excellence** to our customers and each other.

These values and the associated behaviours will shape a range of corporate programs and services that seek to build the culture of the organisation based on excellence, integrity and performance. Embedding of values and behaviours into the organisation will occur through the leadership of council and executive management, application to internal and external communication activities and through integration of the values set into human resource policies and programs.

Measurement

Each of the five strategic goals include areas for measurement to track progress towards achieving the agreed outcomes. Design of specific performance measures for each goal will commence following adoption of the proposed Corporate Plan. The primary performance report on the delivery of the Corporate Plan is the Annual Report, with the results against the specific measures reported through that document. Monitoring and reporting on progress of annual priority actions and any other operational projects will continue to occur through council's Quarterly Report.

Subsequent to council's adoption of the Corporate Plan, an enhanced corporate performance framework will be developed - integrating and aligning service and employee performance to the strategic goals and outcomes in Corporate Plan. This framework will be presented to council in the form of a strategic policy, and progressively implemented over the 2014-2015 financial year.

Legal

The proposed Corporate Plan has been developed in line with the requirements of the *Local Government Regulation 2012*. The regulation requires (sections 165 and 166) that the Corporate Plan must:

- outline the strategic direction of the local government
- state the performance indicators for measuring the local government's progress in achieving its vision for the future of the local government area
- outline the objectives of each commercial business unit and
- outline the nature and extent of the significant business activity each commercial business unit conducts.

For the 2013-2014 financial year council has no commercial business units. Business areas which undertake activities of a commercial nature and which may be classified as commercial business units during the life of the corporate plan will be identified through each annual review process.

Policy

Once adopted, the Corporate Plan becomes the business planning document which will guide the operations of council for the next five years. All strategies, services, programs and projects progressed during that time will need to align with one or more of the strategic goals articulated in the Corporate Plan.

The development of the proposed Corporate Plan has been managed in line with the requirements of existing council policies and contains outcomes and priority actions that are in line with currently endorsed council strategies.

Risk

It is considered there are no significant risks for council in adopting the proposed Corporate Plan given:

- the goals, outcomes and priority actions are consistent with existing council endorsed strategies and plans
- it will guide the annual budget and operational planning process – with council having the scope to consider (each year), the relevant resource requirements and allocations to be applied to implement the Corporate Plan
- the commitment to an annual review process, which affords council the opportunity to adjust and refine elements of the document in response to new and emerging circumstances and
- the development of the corporate performance framework (referenced above) will provide council with the tools to regularly assess progress with the implementation of the Corporate Plan.

There may be some community reaction to the fact that the Corporate Plan was not released for public input and feedback prior to its adoption. As outlined previously however, council has undertaken extensive community engagement over the last six years as part of the development of council strategies and plans and through the development of the *Sunshine Coast Community Plan*.

Given the proposed Corporate Plan is consistent with feedback received through previous community engagement activities, further community consultation has not been considered necessary.

Previous Council Resolution

On 14 May 2009, council resolved (OM09/148) as follows:

That Council:

- (a) *amend relevant themes of the draft Sunshine Coast Regional Council Corporate Plan 2009-2014 by:*
 - (i) *amending strategy 1.1.1 to read “Develop and implement a regional economic development strategy that focuses on both the current economic drivers of the region and opportunities for the future”;*
 - (ii) *amending strategy 2.1.4 to read “In partnership with government and the community, develop and implement energy transition and greenhouse gas reduction strategies for the region”;*
 - (iii) *including a new Emerging Priority “6.4 A community that recognises the importance of universal access and equity”;*
 - (iv) *including two new strategies “6.4.1 Continue to develop public areas that are easily accessible to people of all ages and abilities” and “6.4.2 Work in partnership with government, the private sector and community groups to understand needs and promote high quality universal access”;*
- (b) *remove wording referring to population in the message from Mayor and Chief Executive Officer on page 4 of the Corporate Plan 2009-2014;*
- (c) *adopt the Sunshine Coast Regional Council Corporate Plan 2009-2014 (Appendix A) as amended in (a) above and note that specific initiatives will be identified as part of annual budget planning;*
- (d) *note the work being undertaken in conjunction with the University of the Sunshine Coast to develop sustainability and corporate plan indicators;*

- (e) *request the Chief Executive Officer to write letters of thanks to all submitters on the draft Corporate Plan; and*
- (f) *advise attendees at the community conference held in November 2008 of Council's adoption of the Sunshine Coast Regional Council Corporate Plan 2009-2014.*

On 18 May 2011, council resolved (OM11/132) as follows:

That Council:

- (a) *receive and note the report titled "Sunshine Coast Community Plan";*
- (b) *adopt, in accordance with the Local Government Act 2009, the Sunshine Coast Community Plan (Appendix A) as amended;*
- (c) *endorse the distribution of the Sunshine Coast Community Plan; and*
- (d) *note that a further report to council will be prepared in relation to terms of reference, makeup and resourcing for the proposed Sunshine Coast Community Partnership as a vehicle to deliver on aspirations of the Sunshine Coast Community Plan*
- (e) *formally thank and congratulate the community, Alan Rogers and staff for their excellent work and diligence in the development of the Sunshine Coast Community Plan.*

Related Documentation

Related documentation includes all council endorsed strategies and plans – as identified under each of the five goals in the proposed Corporate Plan.

Critical Dates

Section 165 (2) of the *Local Government Regulation 2012* provides that a local government must adopt its five year corporate plan in sufficient time to allow a budget and annual operational plan to be adopted for the first financial year that is covered by the corporate plan

Given it is proposed the Mayor will present the proposed 2014-2015 budget to council in early June, the adoption of the proposed Corporate Plan by council needs to occur prior to the end of May 2014. The Corporate Plan will apply from 1 July 2014, coinciding with the 2014-2015 council budget.

Implementation

Subject to council's adoption of the proposed Corporate Plan, the following actions will occur:

- Graphic design will be finalised, incorporating the new corporate brand
- The new Corporate Plan will be launched
- Council's website and Intranet will be updated to showcase the new Corporate Plan
- All staff will be notified of the adoption of the new corporate plan and provided with a link to the document
- A copy of the new Corporate Plan will be provided to all major community, business and industry groups and significant private and public sector organisations in the region
- The priority actions will be incorporated in the draft Operational Plan for 2014 – 2015 and
- A new strategic performance framework and policy will be developed for consideration by council, including the design of specific measures and targets associated with corporate plan goals.

5 CONFIDENTIAL SESSION

6 NEXT MEETING

Nil

7 MEETING CLOSURE